

The Ottawa New Edinburgh Club, 1976-1996

Alan McCullough

Through the late 1970s ONEC enjoyed rising revenues and membership. The 1980s were a period of stability punctuated by crises engendered by the condition of the clubhouse and financial problems. Towards the end of the 1980s and in the first half of the 1990s the club had both good news and bad news, achieving a long term goal of building a new tennis pavilion at the same time as membership fell and increased costs threatened the club's existence.

Administration, Maintenance and Sports, 1976-1981

1976 - ONEC entered 1976 with over \$13,000 in the bank and during the year took in an unprecedented \$46,304. The increase in revenues allowed long overdue repairs to the clubhouse and improvements to the tennis courts. About \$10,000 was spent on repairs to the clubhouse; it was reshingled, the west side of the main floor veranda was rebuilt, and stairs to the lower deck were built. Veranda railings were replaced or strengthened and some internal flooring was replaced. On the tennis courts, new lighting was installed at a cost of about \$11,000. For the second year in a row a manager was hired to run the clubhouse, hire staff, and supervise work at the clubhouse and on the tennis courts.¹

Membership increased substantially in 1976; there were 70 family memberships, 84 married, 140 senior, 22 intermediate, and 29 junior memberships. Although the total number of individual members is not known, the club was sufficiently crowded that some applications were turned down. The ratio of adult to junior and intermediate members was also substantially higher than it had been in the late 1960s and early 1970s when the preponderance of young members caused some concern.² The board assumed that the growth would continue in 1977 but although the total number of members reached 618 in 1977, membership did not reach 1976 levels and revenues fell from \$46,304 in 1976 to \$43,184.³

Greg Labelle was hired as club manager. David Ivall was hired as head groundsman at \$130 per week with Robin Souchen as his assistant at \$100 a week. Marc Trepanier was to manage the tag board. For the first time the club also hired a full time coach, Margaret Gibson, a former Australian international player. She offered tennis clinics for both adults and juniors. The club planned to enter two teams in the NCLTA leagues and scheduled its own championship for July with tournaments in early June and late August.⁴ Michelle Cyr and Jim Hurcomb won the singles competition in the May tournament; Ray Dyck and David Ivall won the men's doubles. Phil and Jim Hurcomb went on to win the city's intermediate championship in 1976; they would win it again in 1983 and 1986. Jim, playing with Marko Vuckovic, won the intermediate title in 1984. Although there had been improvements to the courts, there were some complaints. The new lights, 12,000 watts on courts 1, 2, 6, 7, 8, and 9, were judged to be inadequate. As well, some members were unhappy with the amount of time league matches had displaced club play.⁵

In sailing, Peter Gaskill was hired as club safety officer and senior instructor in the junior sailing camp; with Elaine Burrows he trained 75 junior sailors to White, Bronze and Silver standards. The junior program brought in about \$3600 and netted about \$700. The club's four Flying Juniors were sent out to Skene Boats for repairs prior to the 1976 season. Among the senior sailors, boat registrations increased from 58 in 1975 to 76 in 1976. The season program included two closed regattas, one open Albacore regatta, 28 series races, two seminars, and one lady skipper's race. In addition, ONEC hosted the RA Yacht Club's Don Rantz regatta. Gerry Copestake looked after docks and built a new launch ramp, which, to satisfy NCC requirements, had to be of a temporary nature; how this worked is not known. Britannia sailors - Dave Durnford, Ian Mellor, and Dave West - took the first three positions in the open regatta. In the club final closed regatta 11 boats competed and the top finishers were: 1st, Peter Copestake; 2nd, Stu Hepburn; 3rd, Ian Dewhirst; 4th, Bob Gill; and 5th, Ruth Gaskill.

The sailing awards for the year were:

- Northcote Trophy – top finisher from ONEC, B Fleet – Jim Kentell
- Lady skipper - Ruth Gaskill
- Thomas Trophy for all round competence as a young sailor – Derek Benitz
- Granny Award – only member to manage a broken centreboard during a capsized – Bruce Silver.
- Series I A. Fleet – Series 1- 1st, John Gaskill, 2nd, Al Hanson; 3rd, Jim Kentell.
- Series II A Fleet – 1st, Jim Kentell; 2nd, Ian Dewhirst; 3rd, Al Hanson;
- B Fleet – 1st, Evan Patrick; 2nd, Dave Connelly; 3rd, John Hope.

Away from the club, Peter Preston-Thomas and Ian Dewhirst won the Ontario Championships. Peter Gaskill and Peter Copestake finished 1st and 2nd in the challenger fleet at the Canadian albacore championship regatta. Peter Copestake and Peter de Bie won the A fleet in the Punch Bowl Regatta at Arnprior.⁶

Although the club was not as active a social centre as it had been in the past it did schedule a number of social events:

- 9 June New Members Night (100 members attended)
- 19 June Wine and Cheese (spoiled by poor weather)
- 10 July RA Regatta Dance
- 24 July Mid-Season Dance (with a disc jockey and 90 members)
- 7 August Pot Luck Dinner
- 11 September Closing Dance (band and late buffet to finish the season)⁷

ONEC Fee Structure, 1974-77				
	1974	1975	1976	1977
Initiation Fees				
Seniors, Couples, & Families	\$35	\$35	\$40	\$45
Intermediate	15	15	15	20
Junior	15	15	15	20
Membership Dues				
Senior (over 18)	60	65	70	74
Intermediate (14-17)	38	40	40	44

Peter Copestake was hired as the overall club manager; he supervised a staff of three at the clubhouse, four on the tennis courts, and two sailing instructors.¹¹ The opening of the tennis courts was delayed by problems with the water system. There were also concerns about the disintegration of the old clay courts but on the positive side, two asphalt courts were plexi-paved and eight new light fixtures were added to the tennis lighting. Margaret Gibson returned as club professional and ONEC sent four teams to the city leagues. The senior club championships were held in July with the following results:

Jim Hurcomb	Men's singles
Martine Bresson	Ladies' Singles
Ray Dyck and Dave Ivall	Men's Doubles
Michelle Cyr & Barbara Kennedy	Ladies' Doubles
Gary and Louise Maffett	Mixed doubles

Three of ONEC's junior players - Gillian Benitz, Christine Nichols, and Greg Wardlaw – were selected to train in the NCLTA winter training program.¹²

Sailors comprised almost half of the total membership in 1977 (272 out of 618) and 80 to 90 boats were registered with the club. Sailing began on 28 May with club races on Wednesdays and the weekend. The ONEC open regatta was on 18-19 June and the season ended with the closed regatta 17-18 September. The results for club racing were:

1 st weekend Albacore series	A. Hanson
2 nd weekend Albacore series	P. Copestake
2 nd weekend handicap fleet	H. Copestake
Wednesday series Albacores	P. Gaskill
Wednesday series handicap	C. Strike
Open Regatta Albacore.	P. Gaskill (Fleet Captain trophy)
Closed Regatta Albacore	P. Gaskill (Northcote trophy)
Closed Regatta Laser	P. de Brie
Closed Regatta Handicap	J. Scott (Lewis trophy)
Junior Sailing	C. McCulloch (Eileen Thomas Trophy)
Most disastrous capsized	Erik Kjemperud. ¹³

Peter Gaskill trained 72 boys and girls in the junior sailing program which netted \$1285. He qualified for the World Albacore Championships in Kingston and placed 31 in a fleet of 60; another junior sailor, Peter De Bie tied for the Eastern Ontario Championships for under 16s at Dow's Lake.¹⁴

1978 – Membership peaked at 710 in 1978 and revenues rose to \$48,694. Nevertheless the club ran a deficit of about \$6200 as a result of capital projects on both the clubhouse and the tennis courts.¹⁵ Contracts were let to Cameron Macdonald to replace the decking on the upper veranda for \$5270 and on the bridge for \$3770.¹⁶ At about this time plans were made to install six fabricated beams under the deck; the installation of the beams was not part of MacDonald's contract and it is not clear when they were installed. The club also spent \$12,840 for asphalt on "new" tennis courts 10 and 11; if the rough plan of the water lines in 1977 (shown above) is accurate, it seems likely that courts 10 and 11 had been abandoned for some time. These new courts were plexi-paved in 1979.¹⁷

The club decided not to employ a full time manager in 1978. The staff included a boat house attendant (Jeff James during the week and Andrew Corbett on the weekend), a head groundsman (Robin Souchen), an assistant groundsman and a tag board attendant. Although maintenance was done on a daily basis the clubhouse was not always open; sailing members were given duplicate keys to the clubhouse door and a set of keys was left with the tag-board boy for the use of tennis players. The system was not a success as the door was left unlocked frequently while the building was empty and in mid-June a clubhouse attendant was hired. As a further economy measure the club did not operate a canteen but placed soft drink machines in the clubhouse and on the tennis courts.¹⁸

During these years the club carried a limited amount of insurance - \$5000 for the clubhouse, \$1000 for the tennis pavilion, \$1500 for a Boston Whaler used as a rescue boat, and \$900 on motors as well as legal liability insurance. The insurance on the clubhouse was far below its replacement cost (estimated at \$300,000 in 1983) and was only intended to cover the costs of cleaning up the building in the event of fire.¹⁹

Miss Gibson returned as the club tennis pro in 1978; in addition to giving lessons to seniors, she organized the junior tennis development program which trained 58 juniors over the summer.²⁰ Tennis membership was up. The tennis season opened with a round robin on 20 May with mini singles tournaments on 9-11 June, and mini doubles tournaments on 15-17 June. The club championships were to be held from 14 to 29 July. The club advertised babysitting for “Ladies’ Mornings” on Wednesday and Thursdays, and entered three teams in city league. By mid-season the men’s doubles team in the city league had won five of seven matches and the team in division 4 had a fifty-fifty record. ONEC also had a girls’ team (Julie Mongeon, Jackie Lefaive, Jennifer Belford, and Robin Bashaw) and a boys’ team (Derek Benitz, Alex Chapin, Michael Kirby and David Brooks) in the city league.²¹

The club discussed hosting the NCLTA intermediate tournament but recognized that this would tie up 4 to 6 courts for a week of evenings and there were very mixed feelings about doing it. The courts were already crowded. By early June 550 tennis tags had been distributed; G. Rubelli, the tennis director estimated that the nine courts could accommodate a maximum of 630 members.²² There was probably some crowding, and, at the end of August the Board voted to increase the tennis budget from \$23,500 to \$31,145 in order to allow the construction of two new full size asphalt courts. The decision was conditional on receiving a Wintario grant which the club had applied for in 1977. The grant would pay for half of the cost of the tennis courts. Although the government was willing to make the grant, it required that, in return, all of the club courts be opened to the public. The club balked at this requirement and did not pursue the grant.²³ Nevertheless it went ahead with the construction of the courts.

About 1978 someone prepared a list of canoeing and tennis trophies in the club’s possession. The tennis trophies included:

- Tennis Intermediate Doubles Trophy
- The Mortureux Trophy
- The A.H.M. Caldwell Trophy – Ladies’ Doubles

- The Arlette Pelletier Tennis Trophy
- The O.N.E.C. Tennis Trophy – Ladies’ singles
- The D.C. Caldwell Trophy – Mixed doubles
- The J. Emile Louzon Trophy – Men’s singles
- The Major Steel Trophy – Men’s doubles

Of these trophies, the club still has the Major Steel Trophy (Men’s doubles), the A.H.M. Caldwell Trophy (Ladies’ Doubles) and the Ladies’ Singles Trophy. The others appear to have been lost.

The list of canoeing trophies included:

- 1915 CCA Half Mile War Canoe
- 1915 CCA Senior Single Club Trophy
- 1920 Junior Tandem Trophy
- 1919 The Perney Tubman Half Mile War Canoe Trophy
- 1920 CCA Grand Aggregate Trophy
- 1920 CCA Junior Fours Trophy
- 1922 Half Mile War Canoe Trophy (Henry Birks)
- 1924 Half Mile WC Trophy (Women’s)
- 1928 Half Mile War Canoe Trophy
- 1929 CCA half mile WC
 - The Blanche-Lievre Canoe Race Fiset Trophy
 - The Kiwanis Senior Fours Trophy
 - The Johnson Outboard Motor Boat Trophy.

Many, but not all, of the paddling trophies are still in storage at the club.²⁴

Although the list does not include sailing trophies, it is known that the club had several named trophies for sailing, the fleet captain trophy, the Northcote trophy, the Lewis trophy, the Eileen Thomas Trophy, and the Commodore trophy; of these only the Commodore Trophy is still in the club’s collection.²⁵

Sailing, like tennis peaked in 1978 with 116 boats (including 23 Albacores and 17 Lasers) registered by mid-August. The club planned the usual program of Wednesday and Saturday races, a sail past in June, an upriver cruise to see the fireworks on 1 July, a downriver cruise, the open Albacore regatta in June and the closed club regatta to close the season in September. In the Albacore regatta on 24-25 June sailors from Britannia dominated the A fleet results.

A Fleet	1	East, BYC
	2	MacIntyre, BYC
	3	Shadwell, BYC
B Fleet	1	Dewhirst, ONEC
	2	Smith, Stormont YC
	3	Kentell, ONEC

The Albacore regatta was said to be a great success in terms of numbers and wind but in club racing, the turnout was reported to be somewhat disappointing.²⁶

Peter Gaskill organized the junior sailing program. The program normally ran a small surplus but in 1978 expenses were \$6,296 and revenues were \$3,792. Although the five Optimist prams were still serviceable, the Flying Juniors were at the end of their lives and in mid-season the club bought two used Albacores for about \$3,200 putting the program in deficit. At the end of the year the club decided to sell the three remaining Flying Juniors and buy 3 new 420s. The 420s were chosen, in part, because the class of boat was to be used in the Canadian Junior Championships. It was anticipated that the 420s would last for six years and would pay for themselves in four years. The Flying Juniors were sold (in 1978-79) for \$750; the new 420s cost \$8,313.90. A part of this purchase was financed by a \$3,000 loan from the CYA.²⁷

ONEC's executive consisted of 10 elected officers, each of whom usually took on a specific area of responsibility. In 1977-78 the executive was:

J.A. Kentell, President
H.E. Bashaw, Vice-President
L.E. Lefaive, Hon. Secretary
H.G. Copestake, Hon. Treasurer
G.G. Aldous, Commodore
Mrs. E.R. Adams, Social
Barbara Burke, Advertising
J.L. Hope, Clubhouse
L. Konicek, Wintario
G.A. Rubeli, Tennis.

In addition Mrs E.M. Thomas continued to serve as the club's Honorary Legal Counsel and Mrs. J. Neil (Bea) Lewis acted as the club's secretary and registrar. Both tennis and sailing had sub-committees composed of volunteers. Little is known of the tennis committee but sailing committee has left some record of its work. In 1978 it included of:

George Aldous	Commodore
John Gaskill	Series Racing
Bob Gill	Harbour Maintenance
Burt Parsons	Open regatta, Fleet captain, Albacores
George Richardson	ONEC Closed Regatta
Cliff Rogers	Junior Sailing
Bruce Silver	Dockmaster
Win LaFrance	Social ²⁸

In the 1960s the club had been largely a Manor Park organization but by 1978 the membership was drawn from a somewhat larger area. Two members of the executive elected in September 1978 gave their address as Manor Park, two as New Edinburgh, one as Rockcliffe, one as Lindenlea, and one as the Glebe. The president, Herbert Bashaw was from Beacon Hill South and the secretary, Gary Owen, was from Blackburn Hamlet.²⁹

1979 – Membership peaked in 1978 and dropped off slightly in 1979. The president gave a brief review of membership figures at the 1979 annual general meeting;

Membership	1975	1977	1978	1979
Seniors	462	424	490	472
Intermediates	100	90	90	99
Junior	131	104	130	106
Total	693	618	710	677 ³⁰

Although membership dropped off, membership fees were raised by about 10% in 1979, and revenues increased from \$48,694 to \$62,333, a level which was not reached again until 1982-83.³¹ During the year Glebe Electric did some rewiring and lighting in the clubhouse and a platform was built on the boathouse foundation for Laser storage. The club reverted to having an employee at the clubhouse from 9 to 9 and employed two groundsmen, Robin Souchen and Carl Seboek. It also reopened the canteen which was operated by Lynn Parker. Mark Bury and Michael Bravo were hired to run the youth sailing camp; they also gave adult lessons in the evenings.³²

Tennis membership fell by about 5% in 1979. The season began unofficially on 21 April with five courts open; it then proceeded through the usual round robins and mini-tournaments in June to the club championships in July. The club champions were:

Ron Melia	Mens singles
Jim and Phil Hurcomb	Mens Doubles
Sue Vail	Ladies Singles
Sue Vail and Barbara Baines	Ladies Doubles
Gary and Louise Maffett	Mixed Doubles.

Ladies' mornings continued on Wednesdays and Thursdays (with babysitting available) and the club entered teams in B and C division of the ladies city league. Margaret Gibson returned for a fourth season as club pro; she organized the free junior training program and offered a limited number of free group lessons to new members. The two new asphalt courts were plexi-paved at a cost of about \$4,350.³³

The addition of the new asphalt courts was fortunate because there were problems with the aging clay courts. The head groundsman reported that the season had been the most difficult in his six years at the club, primarily because the grounds crew were unable to successfully open and maintain all seven clay courts. He recommended that one person should be ultimately in charge of the operation. He also noted that it had been impossible for two groundsmen to keep track of various chargeable items – balls, drinks, and guest fees – while maintaining the courts. He recommended the restructuring of the tennis staff to include a head groundsman, an assistant groundsman, and a casual worker and the dropping of the court controller's position.³⁴

In 1978 the club had cut off sailing membership because of a shortage of mooring facilities; to free up mooring space in 1979 the club built storage for 28 Lasers under the boathouse so that Lasers could be dry-sailed. It also investigated, but did not pursue, the possibility of installing a sewage pump out facility for larger boats. In spite of efforts to increase mooring space the number of boats at the club declined in 1979 although the number of sailing members remained high.

Sailing Membership, 1979

	Boats	Members
Albacores	21	44
Lasers	20	36
Dinghies	47	91
Cruisers	13	31
	101	202
Sailors without boats	114	
Total	316 ³⁵	

The sailing program for 1979 was much the same as in other years with the exception that the club did not hold an open regatta. Instead it hosted the RA's Don Rantz regatta which was described as a tremendous success. The club's closed regatta in September drew 18 boats. The junior training program had 130 participants compared to about 70 in previous years. Boat maintenance proved to be a problem and in his yearend report Commodore H. Copestake remarked that part time volunteers could not maintain mooring facilities for 100 boats, maintain 2 motor boats as crash boats, and 10 dinghies for junior sailing; sailing required at least one full time employee in the same way that tennis facilities were maintained by groundsman.³⁶

In October 1979 the NCC requested that an unauthorized sign identifying the club, which had been erected on NCC property be removed. This was done but the question of erecting a sign identifying the club was a recurring one which was not to be solved until the 1990s.³⁷

During 1979 Neil Lewis, a former president, completed a history of the club; unfortunately no copy of the history is in the club files.³⁸

At the beginning of the 1979 season ONEC circulated a membership questionnaire focussing on the clubhouse and canteen, on the tennis program, and on the sailing program. There had been "much lamentation over the Clubhouse facilities and the lack of incentives to encourage full use of the Clubhouse for the benefit and enjoyment of all members." The report considered the operation of the canteen and raised the possibility of building a swimming pool. For the tennis program it sought direction on the rebuilding of tennis courts 1, 2, and 3, and on improving the tennis pavilion, lighting and fencing. For sailing it asked questions about racing, boat rentals and the instruction programs. Although the responses to the questionnaire are not in the club records, the president's report for 1980 gives some indication of what direction they may have taken.³⁹

Presumably as a part of this re-appraisal of the club, J.L. Hope, an engineer and a former member of the club executive, prepared a "Report on the Maintenance of the Ottawa New Edinburgh clubhouse." He began by stating that although the club's membership was relatively stable, the club had never enjoyed a substantial working capital and the surplus which could be applied to maintenance was extremely limited. Although the club owned the building, it was on land leased from the NCC. The NCC as well as municipal building, fire and health departments had all drawn attention to the inadequacy of the

building. The steel frame was excellent and the concrete foundation was substantial. The wood construction was generally satisfactory but there was rot in some areas, notably the verandas, some parts of which were unsafe. The bridge was in good condition – most of the decking had been replaced in 1978. The exterior cladding of the building was in poor shape. He recommended recovering the building with a plastic, metal or composite board siding. However, the cost of this would be high, due in part to the difficulty of erecting scaffolding. Many windows would require replacing. The roof of the main building was covered with asphalt shingles in 1976 and the roof of the verandahs had been covered with rolled roofing at the same time. The roof could not be expected to last more than another 17 years. The electrical system was inadequate but a contract had been let to upgrade the system. The water supply system was a mixture of copper, steel and plastic tubing. A rented water heater provided hot water which supplied the men’s and women’s washrooms. The supply line was 1” and 2” plastic pipe, much of it above ground and required regular maintenance. For years the club had emptied its sewage directly into the river. Three 1000 gallon holding tanks had been installed to handle sewage but because of the volume of water from the showers the drain had been disconnected and shower water drained directly into the sand in the foundation of the building. Except for two small hand fire extinguishers, fire protection was non-existent. The lack of fire protection could be a limit on occupancy under special use permits although, to date, inspectors had been tolerant of the club’s limitations – “the major one being a lack of an alternative escape route.” A sprinkler system would cost at least \$58,000. Closing off the third floor might reduce the risk of fire from vandalism. Although small scale maintenance was regularly carried out, large scale renovations were possibly beyond the club’s means. The building was much larger than needed and imposed a “constant, inescapable, and it must be admitted, unproductive burden, on the budget” He concluded “In summary, it must be remembered that we may be only temporary tenants and in any case, the life of the clubhouse is not unlimited. Therefore, the investment of large sums of money must be approached cautiously. Finally, it is not impossible that the burden of expenses through maintenance or the simple deterioration of the clubhouse may, one day, exceed the Club’s assets and there may be no viable alternative to evacuation.”⁴⁰

1980 – Mark Bury was president in 1980. In a report to the membership he noted that a number of improvements suggested in response to two surveys had been implemented. The tennis courts were being improved with a more porous surface, better drainage and fencing improvements. Four new docks had been built for sailing and a new motor had been bought for the safety boat. A general manager had been hired through an arrangement with the Department of Recreology at the University of Ottawa. A caterer had been given the canteen concession and the clubhouse had been opened to private parties. The junior sailing program had been greatly expanded and a junior tennis school was being considered. The club continued to suffer from a high turnover in membership; only about 30% of the members in 1980 had been members in 1978.⁴¹

The staff in 1980 consisted of;

1 general manager	40 hrs per week	\$3.6K
1 head groundsman	40 hrs per week	\$4.0K
1 assistant groundsman	40 hrs per week	\$2.5K

1 court controller	23 hrs per week	\$1.0K
1 bosun (janitorial)	64 hrs per week	\$2.3K
plus casual labour		
1 pro tennis coach,		\$2.0K
1 membership secretary	whole year	\$2.0K
3 Sailing instructors,		
Paid from sailing school revenue. ⁴²		\$2.0K

The canteen franchise had been given to Fahed Khouryati of L'ami des Gourmets on the understanding that he would upgrade the kitchen. His presence had led to the booking of a number of private parties and lunches; however, for his concession to be successful, the club needed to have permanent liquor licence and this would require improvements to the clubhouse costing at least \$6000.⁴³

Revenues dropped slightly to \$61,486 in 1980 but remained well above the \$48,694 figure of 1978. Revenue from membership fees and initiation fees remained stable at about \$41,500. Revenue from fees for the junior sailing camp rose from \$3792 to \$10,979; from senior sailing, revenues rose from zero to \$2584; and from social, from \$754 to \$2978. Expenses also climbed, from \$54,949 in 1978 to \$65,413 in 1980 and in both years the club finished in the red; fortunately 1979 showed a profit of \$8751. Although sail training provided new revenues, it also involved substantial expenses, particularly for new boats and in 1980 junior sailing lost over \$6000.⁴⁴ At the AGM in the fall of 1980 the president suggested that the junior tennis school should also be made self-supporting; in 1980 it had cost the club \$2000 even though members' children taking the training had been charged \$25 each.⁴⁵

Although revenues were rising there was concern over the future of the club. The cost of maintaining the clubhouse was a problem and its future was a source of polarization among club members. The board was in favour of preserving the building and hoped to use it for generating revenue; to this end the board decided to investigate the possibility of obtaining a banquet licence. Although the club had good courts, their condition in 1979 was blamed for the poor renewal of memberships. The strength of the club's sailing and sail training program were considered to be attractive assets. Although these discussions were inconclusive they did presage the formation of a planning committee in 1981.⁴⁶

1981 – Late in 1980 in the club made inquiries about obtaining a permanent liquor licence. The inquiries apparently involved a report from the fire inspector who reported that to meet the LCBO requirements the clubhouse would have to be upgraded with smoke detectors, pull fire alarms, a secondary exit, emergency lighting, crash bars on doors, and flame retardant materials on interior walls of ballroom. The minimum budget for the upgrades was estimated at \$10,000. A meeting with Ontario Heritage was arranged to seek help in funding the upgrades but there is no evidence that it was successful.⁴⁷ A general meeting held in April 1981 approved of making certain improvements to the clubhouse but due to a “combination of circumstances” the improvements were not carried out. The “circumstances” were not specified in the

president's report for 1981 but it may be that money had already been committed for improvements to the tennis courts. Courts 4, 5, 6, and 7 were completely resurfaced in 1981 at a cost of \$13,950. Expenditures on the clubhouse actually declined from \$4228 in 1980 to \$3412 in 1981.⁴⁸

In spite of these problems, the president, Cal McKerral reported that 1981 had been a successful year. Memberships sold had risen from 310 in 1980 to 327 in 1981. Revenue from memberships was up for the first time in several years although overall revenue fell from \$61,486 in 1980 to \$59,567 in 1981.⁴⁹

In tennis the courts opened early and the club hired Robin Evans and Susan Webster to share the job of tennis pro. The club was able to field four teams in the city league compared to two in 1980 and club play was successful.⁵⁰ In sailing Mark Bury was hired to manage the sailing and training program and early in the year the board approved the purchase of three more new 420s from Skene Boats. The new boats were used in the junior training program and were taken to a few external regattas. Although the training program was considered successful, revenues were down by about \$1900 and the program showed a loss. A part of the loss was attributed to increased competition from clubs such as Nepean; in any case Commodore Brian Powell recommended a reorganization of the program in 1982 with a view to cutting costs.⁵¹

During the season the club built four new docks and ran five regattas as well as the early bird, Wednesday night and weekend races. It was not unusual to see 20 boats in the weekend races which were run as two classes, Laser and handicap. The winners were:

Early Bird Series	Laser - Steven Powell Handicap - Mike Bury
July Regatta	Laser - Terry Fetherick Handicap - Tim Bury
August Regatta	Laser - Mike Johns Handicap - Tim Bury
Wednesday Series	Laser - Mike Johns Handicap - Mike Bury.
Weekend Series	Laser - Mike Johns Handicap - John Shearer
Labour Day Regatta	Laser – Mike Johns Handicap – Jim Kentell
Eileen Thomas Award (for most improved skipper)	Tim Bury
Ladies Champion Skipper	Victoria Laube
Commodore's Cup	Glenda Checkley
Most consistent and cheerful crew member	– Gwen Kentell. ⁵²

The Commodore's cup, awarded to the person who did most to encourage racing at the club, was won by Glenda Checkley in 1981, John Murray (1983), Marinal Pascoe (1984), Rick & Barb Aubry (1985), Gerry Levett (1986), Norm Pascoe (1987), Maureen Clayton (1988) and John Murray (1989).



2 Commodore's Cup

A special general meeting was held in September, before the AGM in October, to discuss an amendment to the club's bylaws. The amendment, proposed by the tennis committee, provided that 90% of all sailing revenues would be administered by the sailing director and 90% of all tennis revenues to be administered by tennis director. The amendment did not pass but it suggests disagreements between substantial numbers of the tennis and sailing groups as to the future of the club. The meeting did recommend that that a club planning committee should be established.⁵³

At the first meeting of the 1981-1982 executive the new president, Norm Pascoe, expressed a desire to “repair any damaged relations between the sailing and tennis

members;” he also “saw the Clubhouse maintenance and repair as being a problem for some time to come;” and he expressed the view that sub-committees of the board deal with specific problems. John Murray, the vice-president, agreed to chair a planning committee. The role of the planning committee, was to:

1. prepare costed planning options for the short and long term operation of ONEC;
2. coordinate inputs from all sections of the club;
3. present financial options over and above operating expenses over and above operating expenses for 1982-1983.

It was to report to a special general meeting in 1982.⁵⁴

The meeting also changed the end of the club's accounting period from 31 December to 31 October.

One of the first actions of the planning committee was to meet with the NCC to discuss ONEC's security of tenure and the lease agreement. This opened an issue which had been allowed to lie fallow for a decade.

The NCC and the Lease, 1976-1995

In 1976 the club still occupied the clubhouse water lot on the basis of year to year extensions of the 1962 lease which had expired in 1967. The situation hampered long term planning but in some ways it probably suited the club executive to maintain a low profile. In 1978 when the club was considering applying for a Wintario grant it sought, and received assurances from the NCC, that the commission had no plans to disturb

ONEC's occupation of the site for at least five years.⁵⁵ This relatively quiet period came to an end in the 1980s.

An internal NCC memo dated 23 March 1976 stated that the tennis courts were on NCC land but that ONEC occupied the land without a lease and the NCC did not derive any revenue from the land. The memo also noted that the land had been declared to be parkland and that, consequently, it was exempt from grant (presumably this meant grants in lieu of taxation).⁵⁶

In late 1981 ONEC established a long term planning committee; as part of the planning process it considered approaching the NCC to discuss the club's tenure. At the same time the Rideau Tennis Club asked ONEC if the NCC had raised the issue of "market value rents." Although there was some opinion on the Board that the club should let sleeping dogs lie, it was decided to arrange a meeting with the NCC. In December 1981 the President of ONEC informed the membership that the NCC had decided that it would seek "more realistic" rental charges for its property; he wrote "...the virtually free ride we have enjoyed since the Club came into existence in 1883 will end coincidentally with our centenary in 1983, the year when the new arrangement is to take effect. It is not known yet what our rent will be because it appears there is provision for negotiation and we were told it is not the intention to make it impossible for us to operate."⁵⁷

In fact the new lease rates were not to come into effect until the 1984 season. On 30 January 1984 the NCC received a "Valuation Report of Various Member Sponsored Recreational Clubs..." which operated on land leased from the NCC. The clubs were the Rideau Tennis and Squash Club, the Britannia Yacht Club, the Vorlage Ski and Recreational Area, the Ottawa Ski Club, and the Ottawa New Edinburgh Club. The NCC had asked for a report on the highest and best use and market value of property occupied by the clubs. The valuers, Campbell, Morassutti Limited, inspected the property in January 1984. The clubhouse was described as being about 60 years old, of steel and wood frame construction. The gross area of the clubhouse was about 16,920 square feet. The interior of the first floor had recently been finished with drywall for fire regulation purposes. The other two floors essentially had unfinished walls and ceiling areas. The building was in poor condition. The club had four asphalt tennis courts with plexi-pave surfaces and seven clay courts with Har Tru surfaces. The courts were fenced and lighted and were considered to be in good condition. A small wood frame storage building was located near the tennis courts. The zoning, P-Public Uses, permitted public or private recreational facilities, parks, municipal uses and institutional uses. The market for lands which front the Ottawa River was considered to be nonexistent primarily because the land has been acquired by the NCC or other levels of government. Zoning of the site was considered to remove any development potential above and beyond its existing use. Campbell, Morassutti concluded "As a result of our investigations, the highest and best use of this Subject as of the valuation date is considered to be the continuation of the existing recreational use."⁵⁸

Campbell, Morassutti Limited explained the basis of its valuation in some detail. The firm took the view "...that the club house, tennis courts and other miscellaneous site

improvements are leasehold improvements in which the NCC has no leased fee interest...” “Based on the opinion that the NCC has no leased fee interest in the improvements located on this Subject, the only value remaining to the NCC in this subject is the vacant land value of the site.” It calculated the land value of the site as about \$270,000. It calculated the depreciated value of the improvements as:

Clubhouse	\$33,840
Tennis Courts	132,000
Site improvements	15,000
Total	\$180,000

Using two methods of calculation based on a combination of the value of the land and of the club’s income (about \$65,000 in 1984) it arrived at an annual rent of \$7491.93 or \$9755.⁵⁹

Early in 1984 Fred Cogan, who was chair of the planning committee (and a senior lawyer in Ottawa) met with Jean Pigott, Chair of the NCC, to discuss the lease. She suggested that the club come up with a lease proposal and present it to the NCC as a basis for negotiation. The club may have developed such a lease proposal but when Fred Cogan and John Murray met with representatives of the NCC on 30 August, it was to discuss a proposal developed by the NCC. The main items included in the NCC lease proposal were:

- 5 year term
- rent increases from \$1 per annum to \$9755
- when capital expenditures are significant (to be negotiated) the lease will be extended for 5 years at the same terms and conditions as existed in the previous term;
- club to pay all municipal taxes;
- bilingual service is required;
- access to public required (pay as you play or use);
- annual income statements to be provided;
- lessee fully responsible for all maintenance, utilities and operating costs;
- appraisal will be required at year 5, the cost of which will be borne by the NCC;
- rent to be increased over 2 years, year 1 – 50%, year 2 100%.

The NCC requested a response to its proposal by 15 October. There is no record of the club’s response to this proposal and in September 1985 the NCC sent the club a draft lease which proposed a rental of \$4877.50 in the first year and \$9755 in the second year. The rentals were based on the second formula set out in the Campbell, Morassutti report of 1984. The club rejected the formula as unrealistic and unfair. In March of 1986 Fred Cogan was told in discussions with the NCC that there was talk of closing the club down as it was not cooperating in negotiating the lease and that Rideau and Britannia had cooperated. It turned out that neither the Rideau nor the Britannia club had reached any agreement with the NCC and in fact had not heard from the NCC in some time. The ONEC executive decided to cooperate with both clubs in carrying on negotiations.⁶⁰ There was some speculation that the NCC was distracted at the time by the controversy over the possible construction of the American embassy in the Mile Circle.

In December of 1987 Fred Cogan, the club's legal counsel, reported on negotiations with the NCC. He noted that the NCC owned the water lot and that the club owned the clubhouse although he admitted that "...the latter is a grey area of the law." The lease had been up for negotiation for five years and the current rent formula proposed by the NCC would cost the club more than \$9000 per year with the likelihood of substantial increases in subsequent years. The club membership had rejected this formula and "...had mandated the Club's board to negotiate only on a per-capita basis." The tennis lands were occupied without lease and had been since the 1930s; the club claimed possessory rights but was not pressing this claim. Cogan noted that, without a lease, it would be difficult for the club to proceed with a planned pavilion on the tennis grounds or to raise money for other necessary improvements. One option was to give the tennis courts to the City of Ottawa with the proviso that the club would continue to operate them. It was also possible that the city could take over the clubhouse.⁶¹

In April of 1988 Brian Radburn, ONEC President, wrote the NCC with a proposal for a new lease agreement. He began by arguing that ONEC was a non-profit club and had not benefited at the expense of the general public by its relationship with the NCC. It had a long history of providing recreational services in the Manor Park community and was open to all members of the public. Its fees only covered the cost of operation and it received no operational assistance from the NCC. The club did recognize that the NCC's objectives had changed and proposed a rent formula based on 2% of the club's gross revenues. Based on ONEC's 1987 gross revenue of approximately \$54,400, this would yield a rent charge of \$1088. The club proposed a term of 15 years to assist in obtaining financing from various sources but was willing to consider a five year lease with agreement as to possible extensions. Radburn closed by noting a number of improvements (parking, a new tennis pavilion, a launch ramp, signage, and upgraded docking facilities) which the club hoped to carry out if a lease was signed.⁶²

The NCC does not seem to have responded favourably to this proposal; in subsequent meetings it agreed to reduce ONEC's rent from \$9755 to \$7492; the latter figure was the lower rent suggested in Campbell, Morassutti Limited's report of 1984. ⁶³

Construction of a new tennis pavilion had been promised to the tennis members for several years and in November 1988 the NCC gave preliminary approval to the plans for the new building. The old pavilion (or shack) was torn down in anticipation of the new building. Then, in late December, the NCC linked the approval of the pavilion to the signing of a new lease. ONEC's president, Andre McNicoll was under the impression that verbal approval had already been given for construction and he wrote a rather stiff letter to the Senior Director of the NCC's realty operations:

For you to now link approval for the pavilion with the signing of the lease is another example of the lack of integrity that has characterized your negotiations for the past many months. This comment also applies to your refusal to release the results of the environmental assessment. Your attempts at constantly manipulating the agenda do not serve your cause well.

I, and other Club representatives, would be delighted if we no longer had any dealings with you. Consequently, I will be writing directly to the Commission's Chairman regarding the lease negotiations.⁶⁴

From its side there is some evidence that the NCC believed that ONEC was simply stalling, and in any case was a dying club with little desire to improve its facilities. At the end of 1988 the NCC made a final offer of an annual rent of \$7500 with the club taking responsibility for approximately \$12,000 in taxes. It also gave the club notice to vacate both the tennis courts and the water lot by 30 June.⁶⁵ Faced with this ultimatum and with the breakdown in relations with NCC personnel, ONEC joined with the Rockcliffe Yacht Club and the Rideau Lawn and Tennis Club and hired Gordon Henderson to negotiate with the NCC. In early meetings with Henderson, the possibility of having the city take over the property and lease it back to the club was discussed; the arrangement between the city and the Ottawa Rowing Club was cited as an example of this procedure. It may be that the executive believed that such an arrangement would avoid the issue of paying municipal taxes on the property.⁶⁶

The clubs also went public with the issue; on 2 January 1989 the *Ottawa Citizen* carried an article, "Clubs protest NCC decision to raise rents." It quoted André McNicoll, ONEC President as saying that the NCC planned to raise the rent from \$1 a year to \$7500.00 and to make ONEC to pay taxes estimated at \$12,000.00 per year. This ignored the club's status as a non-profit, family oriented status. The club, which had 489 members, half of whom were full fee adults, had offered to pay \$1088 annually with the NCC paying taxes. The article also reported, in less detail, on the status of the Ottawa Ski Club, the Rideau Tennis and Squash Club, and the Britannia Yacht Club.⁶⁷

On 11 April 1989 Heather Moxley, who was replacing Andre McNicoll as ONEC president, reported on the status of the NCC lease. The NCC had acquired the water lot in 1915 and had leased it to ONECC and subsequently ONEC; the last lease, for a term of five years, had been signed in 1962. Since that time occupancy had been on a month to month basis. There was no lease to the tennis court area and, under the Public Lands Grant Act, 1950, there was no likelihood of ONEC successfully claiming possessory (squatter's) rights. It was admitted that the NCC had the right to charge rent and that ONEC might be responsible for taxes on leased land. In the 1962 case against the Village of Rockcliffe, the nominal rent paid to the NCC was not judged to be "rent" so the club was exempt from property taxes; this might not be the case if the rent was increased to the levels demanded by the NCC. The taxes on the water lot might amount to \$11,700 and the taxes on the tennis court might amount to \$5,000. It was also reported that although the NCC had no specific plans for the site, it was "...serious about the eviction notice if an agreement is not reached." Gordon Henderson advised signing a lease.⁶⁸

A draft lease prepared by the NCC was discussed by the board on 25 April. The proposed rent was to be \$3746 for the first year and \$7492 for the next four years; ONEC was to be responsible for all taxes which could be paid in monthly instalments. If for three consecutive years the club spent more than 25% of its gross revenues on capital improvements, then the lease would be extended for one five year period. The club had to

carry liability insurance. The board agreed to make a counter proposal and to investigate the possibility of a non-profit tax exemption. Negotiations on the lease continued through June with the NCC making some concessions – for example a clause requiring the removal of the boathouse on the termination of the lease was removed - but holding firm on most points.⁶⁹

The lease covered the water lot (considerably reduced in area from that described in earlier leases) and the land on which the tennis courts stood. In addition it described the boathouse, the tennis courts and the tennis pavilion as being part of the “demised premises.” The lease was to run for five years; the rental for 1989 was \$3,746 and for 1990, 1991, 1992, and 1993 it was to be \$7492. The lessee (ONEC) could, at the option of the NCC, be responsible for all taxes and grants in lieu of taxes. ONEC was responsible for utilities and for repairs and maintenance of the structures and improvements. ONEC was to keep the leased premises including all structures and buildings built and to be built in good order. Moreover, the Commission could order repairs be done or could have repairs done and then bill ONEC for costs. ONEC could not to make alterations without the written permission of the NCC. ONEC was also obliged to take out fire and liability insurance to protect the NCC from claims.

Upon termination of the lease the commission had the right to notify the lessee to yield up the leased premises together with all buildings, structures and improvements. The commission would not be required to pay any compensation for the buildings. Alternatively, if the NCC did not accept any of the buildings or structures, ONEC could be required to remove them at its own cost. The lease did allow that the NCC would not request ONEC to remove the boat house but the NCC would not be required to pay any compensation for the boat house. ONEC was “...to have no claims or demands against the Commission for the said Boat House, the Lessee hereby waiving any such claim or demand.” If the buildings were not removed they would be the absolute property of the commission and no compensation need be paid. If the ONEC occupied the premises beyond the term of the lease without objection by the NCC, the tenancy would be on a month by month basis at a rent of 125% of the rent in the last month of the lease. The lease was signed by both parties on 11 July.⁷⁰

In 1991 the club approached the NCC about the possibility of negotiating a longer term, perhaps a 20 year, lease. The problem, from the NCC’s point of view, was that it was restricted by Treasury Board policy to a maximum of five years. The discussions with the NCC left the impression that expanded public use of the club’s facilities might strengthen the club’s negotiating position but it was recognized that expanding public use might change the club’s character.⁷¹

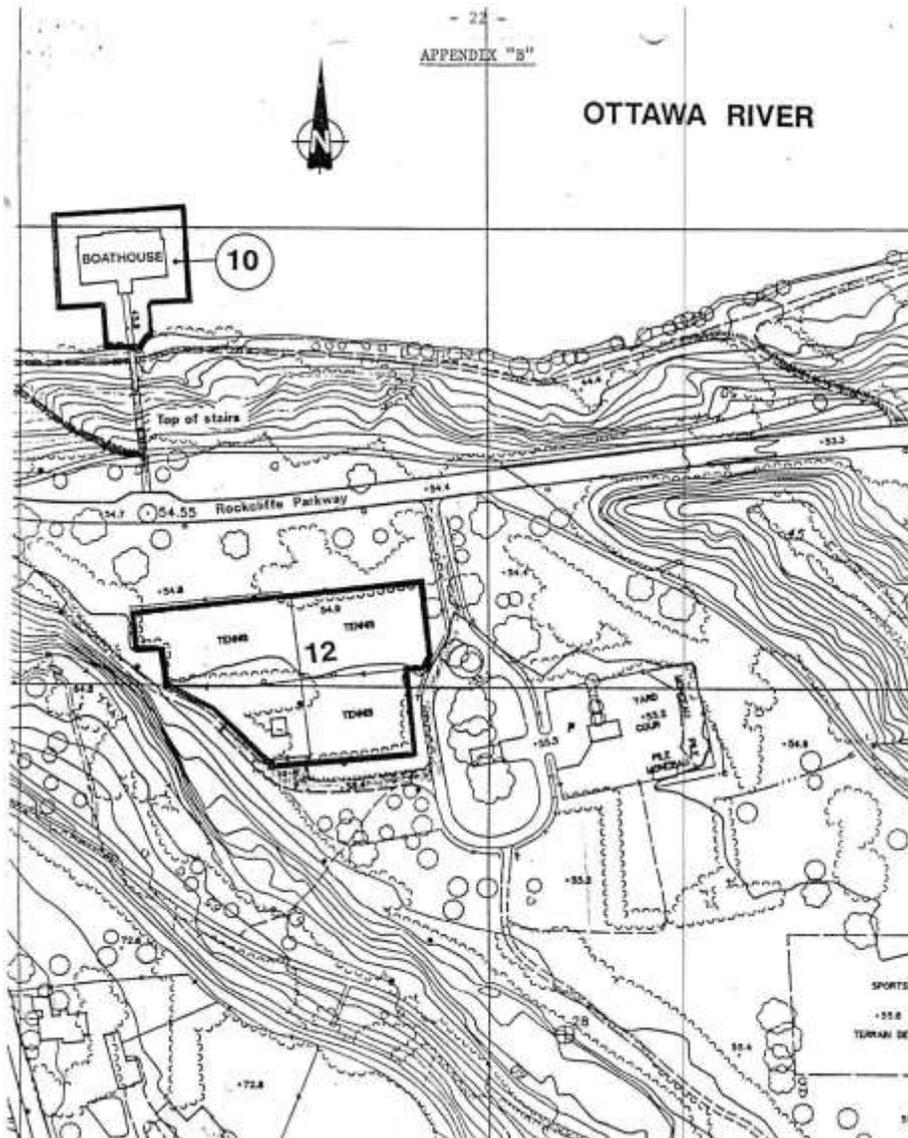
Property taxes were somewhat lower than the club had feared: in 1989-90 the club paid out only \$257; in 1991-92 it paid \$8,680; and in 1992-93, \$6,784. Nevertheless the club fell behind in its payments and in 1993 had to negotiate a payment schedule with the NCC.⁷²

The 1989 lease came up for renewal in 1994. In a letter dated 14 March 1994 J.B. Dupont, Property Manager for the NCC, stated that, in accordance with the federal government policy that lands should be rented at “market rates,” the NCC had evaluated the boathouse and tennis club lands and established a market value of \$455,000. It calculated that the market rental value was 10% of this, \$45,500, annually. The NCC proposed increasing the rent incrementally from \$10,723 in 1994 to \$45,500 by 1998. ONEC would remain responsible for all capital and operating expenses and for property taxes. As well ONEC would be required to complete an asset condition inspection and submit a schedule for repairs. Further, the rent on the existing lease was \$9,528.85 in arrears and the NCC would not discuss the renewal until these arrears were paid. If the arrears were not resolved to the satisfaction of the NCC, the commission would consider the lease terminated as of 30 June 1994.⁷³

Faced with this ultimatum the best the club could do was agree to a one year lease while hoping to negotiate a better, long term lease. The lease, signed on 10 August 1994, for a period of one year was similar to the 1989 lease. It set a base rent of \$10,723.00 with the club being liable for taxes (about \$7000 per year) and for utilities. ONEC continued to have full responsibility for repairs and agreed not to ask the NCC to make any repairs. ONEC agreed to perform, at its own expense, any repairs requested by the NCC. In the event that ONEC failed to make repairs requested by the NCC, the commission could make the repairs and charge ONEC. ONEC was required to seek prior approval for any improvements or alterations to the property.⁷⁴

Section 4.7 of the lease, “Termination of Lease – Lessee’s Obligations,” provided that, prior to or upon the termination of the lease, the commission could require ONEC to “...yield up to the commission the Leased Premises together with all buildings, structures, and improvements, erected by the Lessee wholly at the Lessee’s cost on or in the Leased Premises...” The commission would not be required to pay any compensation for the structures given up. Alternately, the commission could require ONEC to remove the structures and improvements at its own expense. Notwithstanding this, the commission would not require ONEC to remove the boat house; however, ONEC would have no claim against the commission for the boat house.⁷⁵

The property leased was described in three appendices; it included the water lot, the tennis court lands, and buildings, structures and improvements. The appendices did not include a full legal description of the lots but they did include the information that the portions of the water lot leased consisted of about 0.30 hectares and the tennis court land consisted of about 0.74 hectares. The original survey of the water lot showed it as containing 8.7 acres or 3 hectares, 5207.7 square metres. It is clear from the plan, reproduced below, that only a portion of the original water lot was leased. The tennis court lands included the land within the fence and did not include the land which is used for parking. Section 2.28 of the lease did indicate that the NCC had designated a parking area. The “buildings, structures and improvements” identified in Appendix C were identified as “Boat House, All Tennis Courts and Facilities, Tennis Pavilion.”⁷⁶



2 Leased Property, 1994. Source: ONEC, Box 27, NCC, Lease between NCC and ONEC, 10 August 1994.

The lease signed in 1994 was only a stopgap measure and negotiations for a new lease began again in 1995. The club prepared letters to the minister responsible for the NCC and to Mauril Belanger, MP, arguing that the evaluation of the property had been done on an institutional/commercial basis although the land was zoned for recreational/parkland use and that the rents demanded were totally unrealistic and would force the club to close.⁷⁷ Writing to the NCC in August 1995, R. Vincent protested that the proposal to increase the rent to \$45,500 based on market value did not take into account the zoning of the area as parkland. He wrote that ONEC's revenues were limited by lack of signage, lack of parking and poor access to the boathouse – all matters which were controlled by the NCC. He proposed modest increases in the rent for 1996-97 and 1997-98 but made the increases contingent on increased revenues by ONEC. The NCC rejected this proposal but did respond with a proposal which would have seen the rent rise to \$18,000

by 1999. Although the board felt that the proposed rental would leave no money for improvements, it agreed, in October 1995, to a five year lease which would see the rent increase from \$11,873 in 1995 to \$18,000 in 1999. Although an agreement had been basically reached, the lease was not signed because the NCC's realty manager was ill.⁷⁸

In April of 1995 the club produced a business plan which, to a considerable extent, focussed on the problems the club was facing. It noted that the extension of the Rockcliffe Parkway in the 1950s had divided the club in two. Parking was inadequate, public transport to the club was virtually non-existent, and the NCC restricted signage at the site. The club had a small membership and aging and expensive buildings to maintain. The plan proposed that the club focus on tennis, sailing, arts and recreation. It hoped to make the boathouse the clubhouse for most members, to promote the ballroom, and to make the boathouse pay for itself. However, access to the boathouse via the stairs was awkward and although the building had been improved with drywall, for 13 years there had not been money for non-urgent repairs. The club proposed a six year plan to carry out repairs to the roof, men's washroom, the upper deck, and the exterior. It noted that while the NCC was pressing for rents to be set at market rates, comparable tennis clubs - Ottawa West and Elmdale - were subsidized, directly or indirectly, by the City of Ottawa, and offered low fees.⁷⁹

In June of 1996 Minto Properties Ltd. took over the management of the NCC's rental properties. The transition opened the possibility of new negotiations including the possibility of a 10 year lease. In August Minto sent the club a draft of a 10 year lease for the boathouse and tennis properties and for the improvements on the land. The draft proposed that the rent would rise from \$11,873 in 1st year to \$28,989 in 10th year. ONEC would be responsible for taxes or grants in lieu and for all costs related to the property. The NCC would not be responsible for any costs relating to the leased premises nor would it furnish any services or facilities to the leased premises. ONEC would provide a list of major capital improvements to be carried to the boathouse out during the lease. The agreement would be subject to approvals by both the NCC and Treasury Board. ONEC's initial response to the proposal was that the proposed rent was too high.⁸⁰

No lease was signed and the club remained on a year to year tenancy until December of 2013 when a five year lease was signed with the options of extensions up to 25 years.

Administration, Maintenance and Sports, 1982-

1982 - The 1982 season began as usual with the hiring of staff. Glenda Checkley (a former board member) was hired as sailing manager for \$4000 for the season; she had authority to hire and supervise a senior sailing instructor, two assistant sailing instructors and staff to maintain the clubhouse. Robin Souchen (also a former board member) was hired as manager of the tennis courts at a rate of \$515 per week. Souchen was to have at least two persons to assist him in managing and maintaining the courts.⁸¹ In terms of recruiting membership, the club decided to forgo advertising in the Ottawa *Citizen* and use only smaller publications - the Pennysaver, the Manor Park News, the Gloucester Leader, and the New Edinburgh papers. In an unusual move the board decided to hire a

membership salesman to solicit new members; the salesman would receive \$25 from each \$75 initiation fee up to a total of 100 memberships.⁸²

The planning committee presented its report at a special general meeting in May. The planning committee “perceived several significant problems:”

1. A feeling among some members that tennis and sailing should have greater financial and operating autonomy;
2. A deteriorating clubhouse with a lack of agreement as to whether it should be maintained, upgraded, or demolished;
3. The stated intention of the NCC to move to market rental fees;
4. An absence of any long term planning to establish priorities for the club.

Prior to the meeting the committee had distributed a questionnaire to the membership and had received about 100 replies from 300 memberships representing about 600 members. The report provided a summary of the survey results:

- 79% of participants joined as family members with an average of 3.1 members per family.
- 51 % of family members also belonged to other clubs.
- 50% of participants were only interested in tennis.
- 35% of participants were interested in tennis and sailing.
- 15% of participants were only interested in sailing.

Members were not willing to pay higher fees and were satisfied with the services offered although, paradoxically, both sailors and tennis players were in favour of improved facilities. Overall, the clubhouse was considered an asset. Opposition to increased fees was higher among tennis members. There was also an overall feeling that separate fees on an activity basis were desirable.

The planning committee had explored (with Wintario and the NCC) the idea of a major rehabilitation of the clubhouse probably involving its public or quasi-public use. The cost of this ran up to \$1.5 million and the idea was abandoned and the committee suggested four options.

1. Do nothing (the present course). This would be viable for 2 to 5 years followed by the demolition of the clubhouse at a cost of \$20,000. This would phase out the sailing activities of the club.
2. Demolish the clubhouse and replace it with 6000 square feet of docks and a 1500 square foot storage building. Estimated cost is \$200,000.
3. Minor rehabilitation of clubhouse. Close up 3rd floor, repair the exterior, make structural repairs and fire separation. This would provide enough improvements to obtain a liquor licence but not to provide lounge, bar or restaurant facilities. Estimated cost, \$45,000.
4. The provision of a tennis pavilion would require the agreement of NCC. A building similar to the Rockcliffe tennis pavilion -1000 square feet with washrooms, office, and a storage area - in a prefabricated building would cost about \$45,000.

Although there was substantial support from the membership for a membership fee based on activities pursued by individual members, the committee believed that such an arrangement would likely cause the 35% of members who were interested in both sailing and tennis to leave the club. As a result either fees for both tennis players and sailors would increase or the club would have to increase the number of participants from about 600 to over 900. The committee also presented evidence that ONEC's membership fees were comparable to Rockcliffe's but half or less of fees at Britannia, Rideau and Ottawa Lawn Bowling and Tennis.

The committee concluded that the clubhouse was an asset which should be retained because of its location and the fact that the availability of both tennis and sailing was a necessary marketing feature. As well, the clubhouse represented the only legal claim the club had on the facilities. The committee also recognized that the tennis facility was not adequate and required a proper pavilion. It recommended that ONEC undertake a \$100,000 capital program which would provide both a tennis pavilion and a clubhouse with a liquor licence. If the projects were undertaken in 1983 with borrowed money, to be paid off in 5 years, it would require a revenue increase of \$30,000 per annum. This would require fees to increase – a single senior membership would go from \$100 to \$150 and a family from \$225 to \$350.

In closing its report the planning committee wrote:

The committee feels that our Club has gone downhill over the past several years and it is now a second rate operation. If we continue on our present course, physical deterioration and membership dissatisfaction will continue to the point where our Club will no longer exist. We can however, turn the Club around with a bold improvement program financed by a membership which recognizes that their Club has been under-priced in annual membership fees, but to the detriment of its continued existence.⁸³

The general meeting approved the committee's recommendations "in principle."⁸⁴

It was almost too late. In May or June of 1982 a fire inspector visited the clubhouse and found that "...the club had taken no visible action to respond to fire-safety recommendations made by the Chief Inspector of the Ottawa Fire Department in a 1980 letter to the club...". The inspector planned to recommend that the clubhouse be sealed; after hastily arranged meetings with the fire inspectors at which the board explained its plans for rehabilitating the clubhouse, the inspector gave permission for the 1982 sailing program to operate if a second means of egress to the shore was built and if the third and possibly second floors of the building were closed off. The number of people permitted in the clubhouse at any one time was limited to 30. He made it clear that if repairs were not carried out, the clubhouse would not be permitted to open in 1983. The board accepted these conditions and by 10 July the 2nd and 3rd floors of the boathouse had been closed off, an exit to the shore (using docks) was in place, and a second stairway to the balcony had been built. In addition, the sailing committee recommended, and the board agreed, after considerable discussion, to cancel the junior sailing program for 1982.⁸⁵

The crisis exposed the split between tennis players and sailors in the club. At the AGM Brian Powell, the commodore stated that the club, or the individual members, had for two years, ignored the fact that the clubhouse was a fire trap. He noted that the \$15,000 which had been budgeted in 1980-81 for improving the clubhouse had “in a moment of crisis, been used instead to resurface the tennis courts.” He criticized the planning committee report as “only providing breathing space” and suggested that once basic repairs had been made to the clubhouse, the club should be split into two independent clubs, tennis and sailing. The majority at the AGM rejected his view and voted in favour of implementing the planning committee’s report. The meeting passed a resolution that:

As a first priority,

a. the Board of Directors carry out the clubhouse rehabilitation plan, as described, by 1 June 1983, at a total cost not to exceed \$26,370;

as a second priority,

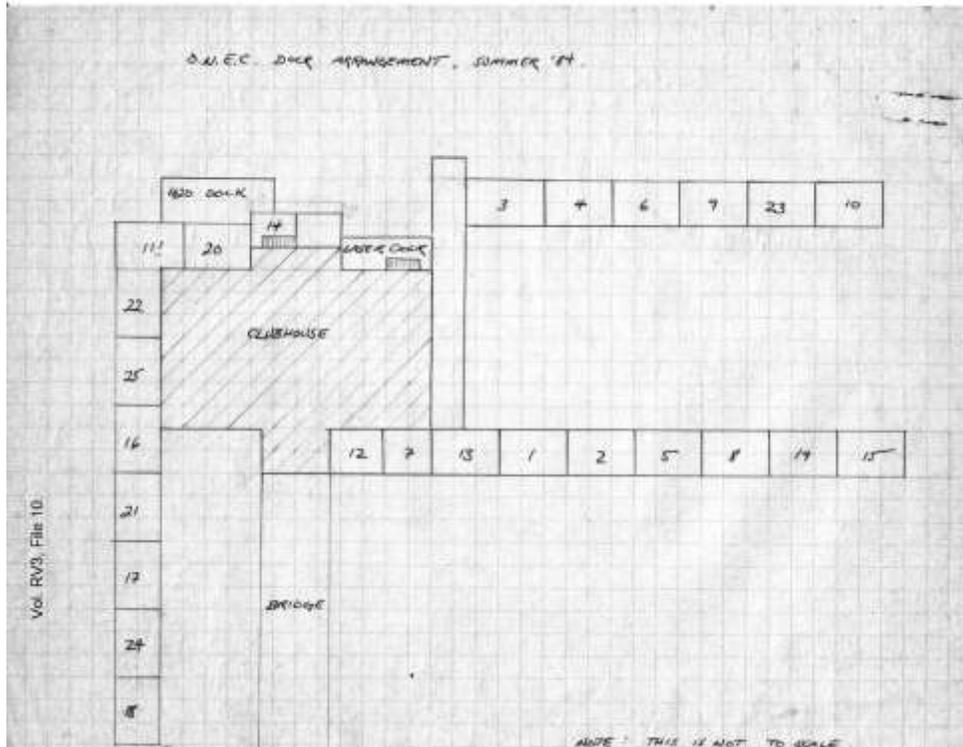
b. the Board of Directors carry out water system and pavilion improvements to the tennis facilities, as describe, as rapidly as possible, subject to the availability of funds, at a cost not to exceed \$29,800.

c. the Board of Directors be authorized to raise the funds necessary for a, and b. by:

1. selling 5-year memberships;
2. selling no-interest debentures (which would guarantee the holders fixed membership renewal rates)
3. borrowing to a maximum of \$15,000.⁸⁶

On 7 December ONEC signed a contract with Hicks Barret for \$16,180 for the repair of the clubhouse. The contract provided for the renewal of some joists, plates and studding on the boat deck, the closing off of the entrance stairway from the club deck (level two) to the attic, repair of the weathershield (mostly repairing and closing off windows), and drywalling the ceiling of the boatdeck, the walls and ceiling of both levels of the entrance lobby, the ceiling and exterior walls of the clubroom, all exposed steel beam and columns. The work was to be completed by 1 May 1983. The installation of fire, smoke, and heat alarms, for a total cost of \$3700 was apparently in addition to the contract with Hicks Barret.⁸⁷

Revenues were down sharply in 1982, from \$59,567 in 1981 to \$43,987. Some of the decrease can be attributed to the cancellation of the sail training program. Some resulted from an absolute decline in membership; in 1981 initiation fees had brought in \$7425 – in 1982 they produced only \$2825. As well, in 1981 rental of the clubhouse for events had produced some income; this source was not available in 1982.⁸⁸



3 Dock Plan, 1984, showing the second means of egress from the clubhouse.

The tennis program continued as usual through the summer of 1982. Robin Evans was hired as tennis pro; his contract provided that he provide 20 hours of instruction for the various teams and 8 hours for the Juniors in return for \$500. Evans was also allowed to give private lessons.⁸⁹ The scheduled tennis season for 1982 began with tryouts for the club teams; the club planned to enter two teams in the men's doubles of the city league, two teams in the mixed doubles, a team in both the B and C sections of the ladies' morning league, and junior teams. City league play would begin in the second half of May. ONEC planned a junior club tournament for 18-20 June and hosted the NCLTA Junior Intermediate tournament from 2nd to 7th August as well as a wheelchair tournament. It would also hold junior and senior club championships. The ladies' mornings were on Wednesdays and Thursdays. ONEC was also the host organization for the Ottawa City Ladies' Morning Tennis League.⁹⁰ The season was judged to be "very active" and the courts were said to be in the "best condition ever." In club competition the results were:

Garry Maffett	Men's Singles, A Division
Guy Charlebois	Men's Singles, B Division
Tracey Clark	Ladies' Singles
Tracey Clark & Robin Souchen	Mixed Doubles
Jim & Phil Hurcomb	Men's Doubles
Gale Wight & Amy Mantsch	Ladies' Doubles
Ian Clayton	Boy's under 18
Michael Murray	Boy's under 16
Steve McKerral	Boy's under 14

Initially the sailing program planned a typical sailing year and hired Glenda Checkley as sailing manager and Sean Smith act as senior instructor for the sail training program. However, given the state of the boathouse, the sailing committee cancelled the sail training program. Disagreements over the future of the clubhouse demoralized the sailing program, fewer members turned out for racing, and "...half of the Sailing Committee, primarily those who had, over the last few years kept the operation going dispersed to casual sailing, sailing elsewhere, or to take up knitting."⁹²

1983 - Over the winter of 1982-83 ONEC was engaged in negotiations with Sail RA for the use of the boathouse. Sail RA was a sailing club based on Dow's Lake; it was seeking an alternate base during the 1983 season while a new pavilion was constructed on Dow's Lake. The RA agreed to pay \$5600 in rent; the rental was calculated on the basis of one family membership for each of the RA's 18 Albacores and 18 Lasers. The RA also paid \$5 for social memberships for each of its approximately 300 members; in the end the RA paid \$7095 into the ONEC budget for 1983. The RA's large membership also provided an addition to the volunteer workforce at the club.⁹³ The RA only stayed at ONEC for the summer of 1983 but the experience prepared the way for its permanent relocation to ONEC in 1989.

In January 1983 the club investigated insurance for the clubhouse. Its replacement value was assessed at \$300,000 and premiums would have been about \$3000 annually. The club settled for a more modest policy which would cover the demolition and removal of the building in the event of fire. The watercraft floater on the insurance policy listed a Boston Whaler, a 14 foot aluminium boat, two Albacores, six 420s, one Zodiac, and three outboard motors.⁹⁴

A February 16th article in the *Ottawa Citizen*, "Rockcliffe Park/Clubhouse Renovations," reported that the club planned to spend \$26,000 renovating the clubhouse so it could accommodate 500 ONEC members and 300 Sail RA members. Renovations were to include smoke and fire alarms, lining walls and ceilings with fire resistant materials, painting, repairing leaks and improving tennis courts. The repairs to the clubhouse would allow the second floor ballroom and third floor to be reopened.⁹⁵

Robin Souchen returned for the first part of the 1983 season to set up the tennis court; Ian Clayton was hired as court manager with Tracey Clark as assistant court manager. Robin Evans and Susan Webster shared the job of tennis pro. Free lessons appear to have been eliminated and the initial tennis newsletter listed rates for adult and junior, group, semi-private, and private lessons. The newsletter also listed National Capital Tennis Association teams which ONEC would be fielding:

Team	Captain
Mixed, Division II, Tuesday nights	Henry Mantsch, Ian Smith
Mixed, Division III, Wednesday nights	Monica Mantsch, Gus Stenecker
Men's Doubles, Division I, Sunday nights	Jim Hurcomb

City of Ottawa, Ladies Morning Doubles League	
B1 team	Gale Wight
B2 team	Judy Reid
NCTA Junior League	
Girls	Juliania Buffa
Boys	Bill Wight.

Club championships were scheduled for the last two weeks in July and an NCTA Junior/Intermediate Tournament was scheduled for 1-5 August.⁹⁶

Sailing revived in 1983 although the turnout for racing remained disappointing. Gerry Levett was commodore, Rolly Inniss was harbour master, and Michael Buckley oversaw the junior training and racing program. Sean Smith was hired as Sailing Manager/Senior instructor for a second year supervising two instructors who trained about 80 students. Jonathon Levett and David Moodie were hired as bosuns to assist members with harbour or clubhouse problems. The club hosted the area 10 Albacore championships on 6-7 August in combination with its centennial regatta. The RA added 18 Albacores and six Lasers to the range of boats at the club and underpinned the racing program. The RA also made its power boat available to the junior sailing program and built two docks which were sold to ONEC in 1984.⁹⁷

The president's report for 1983 listed a number of achievements – the renovation of the clubhouse, the celebration of the club's 100th anniversary, the revival of sailing, the rebuilding of three tennis courts, and the rebuilding of membership. The renovation of the clubhouse made it possible to get a liquor licence and the club bar was open from 4 to 9 on weekdays and noon to 9 on weekends. The bar gave tennis members a reason to visit the clubhouse and may have brought tennis and sailing members together more frequently than before. On 27 August the club held a Centennial Ball (black tie optional) to celebrate its 100th anniversary. Twenty tons of clay were used to resurface courts 1, 2, and 3. Most important, the membership decline was reversed and the club finished, "just barely," the year in the black.⁹⁸

The financial situation is a bit murky. Revenues in 1982-83 rose to \$78,349 but this included the sale of five year memberships which brought in an additional \$13,020. The club also appears to have drawn on a bank line of credit for \$4,000. Expenditures climbed to \$84,384; the largest single item was \$26,077 for supplies and repairs to the clubhouse. Depending on whether the additional income from the sale of five year memberships was counted as current revenue or not, the club lost \$19,054 or \$6034 in 1982-83. Although 1982-83 membership figures are not available, revenue from membership climbed by 8%, not counting the amount raised by the sale of five year memberships.⁹⁹

1984 – The board's attention in 1984 was occupied by the negotiation of a new lease with the NCC; as noted earlier, the NCC wished to increase the rent to a level which the club considered would drive it out of business.

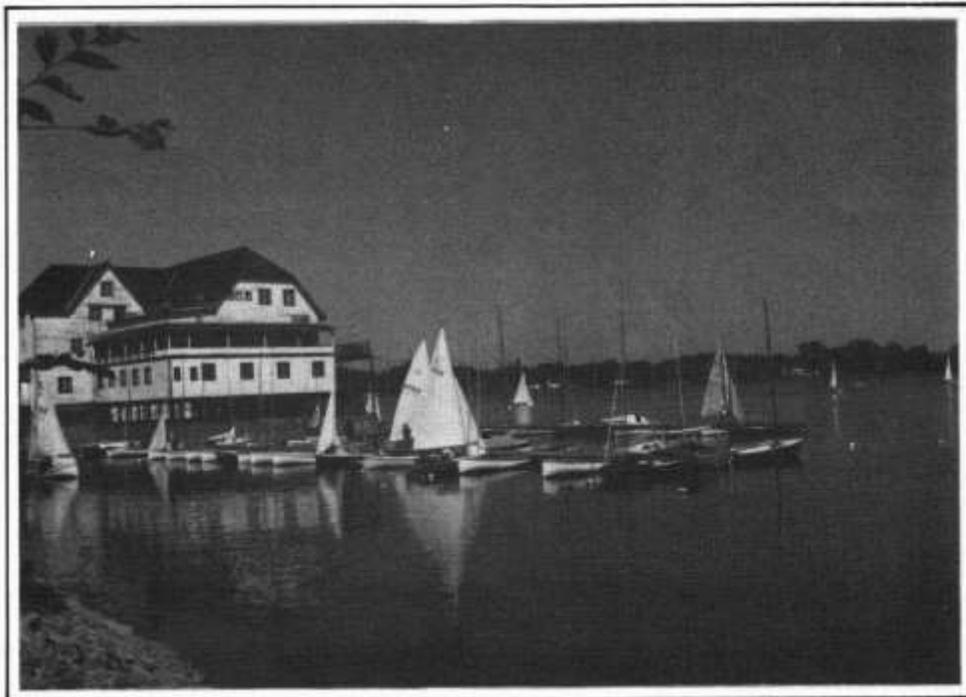
Membership appears to have been stable or to have increased slightly in 1984; revenue from memberships was \$44,953, up from \$41,079 in 1982-83. The increase may simply have reflected a fee increase. The board set fees for 1984 at:

Individual membership	Yearly Fee	Initiation Fee
Senior (21 and Over)	\$125	\$75
Couple	210	\$75 per couple
Student (full time)	95	
Intermediate (14-20)	65	
Junior (13 and under)	40	
Family membership		
Couple	210	\$75 per family
1 parent	125	
Intermediate	35	
Junior	25	

Not to exceed \$260 per family excluding initiation.

In 1982 the annual membership fee for a senior member had been \$100 and the initiation fee had been \$75; for a senior couple the annual fee had been \$175 and the initiation fee had been \$75.¹⁰⁰

Security at the clubhouse was a continuing problem; during the winter vandals did between \$1000 and \$1200 in damage to the clubhouse and on two occasions the police were called to evict a squatter from the building. During the summer the docks, which provided the second means of egress, complicated the security situation.¹⁰¹



4 The clubhouse, about 1984.

Several staff members returned to ONEC in 1984. In tennis, Tracey Clark was hired as club pro. In sailing, Sean Smith returned as head instructor at the sailing school with Mike Johns and Joanna Moss as assistant instructors. In addition to operating the junior sailing camp, they were available for adult lessons in the evening during June. Paul Tessier, who had operated the bar in 1983 did not return; Gilles Laberge took his place in 1984. Vivian “Bea” Lewis who had acted as the club secretary and registrar since at least 1969 retired in 1984.¹⁰² ONEC applied for an Ontario Youth Employment Opportunities grant in 1983-84 and probably received \$2120. Salaries and wages accounted for \$26,457 (43%) of the \$61,199 recorded as expenses during the year.¹⁰³

Judging from the financial reports for the year there were no large capital expenditures on the courts or on the clubhouse in 1984. Some work was done on the tennis courts; courts 1, 2, and 3 were upgraded with more clay.¹⁰⁴ In addition, the board asked the NCC for permission to make several improvements to the tennis facilities including:

- the extension of the existing 2 inch NCC all season water main to the vicinity of the tennis pavilion;
- the fencing of the pavilion grounds and along the parking area parallel to the dirt access road;
- the replacement of the back board;
- alterations to the court lighting which was described as second rate.

In September the NCC granted permission for at least some of this work; it was not carried out until the spring of 1985.¹⁰⁵ The club also began planning for a tennis pavilion although it was to be six or seven years before one was completed.¹⁰⁶

1985 - Very little is known about ONEC in 1985. Norm Pascoe served a fourth term as president and John Murray completed his fourth term as vice-president. Revenue rose to \$70,695 by 31 August, 1985, compared to \$65,639 in 1984 and the club ended the year with a \$17,727 surplus. Revenue from memberships increased \$44,953 to \$51,098 although membership fees were not increased in 1985.¹⁰⁷

1986 – Fees were increased in 1986:

- Seniors, from \$125 to \$135 (8%);
- Couples, from, \$210 to \$225 (7%);
- Students, from \$95 to \$105 (10%);
- Intermediates, from \$65 to \$75 (15%);
- Juniors, from \$40 to \$50 (25%).

The maximum for a family membership went from \$260 to \$285 (9%).¹⁰⁸ Perhaps as a result of the increase, the number of memberships sold dropped off sharply from 528 in 1985 to 456 in 1986.

Memberships and Revenues, 1985-87

Category	1985	1986	1987
Individual	216	203	243
Family	268	222	163
Other	44	31	85
Total	528	456	491*

Revenue			
Memberships	\$51,098	\$49,553	\$55,140
Initiation	\$4,680	\$2,673	\$3,000

*New 154 members; 337 returning members.¹⁰⁹

Revenues dropped from \$70,695 in 1985 to \$54,750 in 1986 and in July the club's finances experienced what the manager, Ernie Rance, described as a "traumatic rundown".¹¹⁰ Although he did not explain the rundown, presumably expenditures had not been adjusted to meet the fall in revenues. In spite of an austerity program, the club finished the year \$7,582 in the red.

Ernie Rance was hired as the club manager in 1986; one of his goals for the season was to introduce the use of computers to the club management system. Bill Wight was the tennis director and Evelyn Hustwit was hired as the club pro. Eric Longpre and Donald Wight returned to care for the courts. Planning for the construction of a tennis pavilion continued although it was recognized that construction was unlikely while the future of the lease remained unsettled. In the interim, the board promised improvements to the court watering system, repair of the backboard and improvements to the sanitary facilities at the pavilion. Round robins were scheduled for May through July; veteran's (over 35) doubles and singles tournaments were held in early July and the club tournament was held in July and August. A newsletter announced that proper "tennis attire"- "basically white" was still required. In addition to club play, ONEC hosted the Gordon's Gin Charity Cup in June, the NCTA Junior Intermediate tournament in early August, and a wheelchair tournament.¹¹¹

Norm Pascoe took on the direction of sailing; he was assisted by a sailing committee of Gerry Levett, special advisor; Ernie Rance, harbour master; John Murray, cruiser fleet captain; and Glen Kidd, dinghy fleet captain. Richard McGrath was hired to operate the bar and do some cleaning in the boathouse. Two bosuns were hired; Joanna Moss succeeded Sean Smith as chief sailing instructor.¹¹² About 120 people, most of them non-members received sail training during the summer. Sailing membership was down from previous years; 61 members owned boats – 9 Lasers, 10 Albacores, several 420s, Invitations, and other types including canoes. In his yearend report Norm Pascoe noted that 53 boats had been moored at the club and that most stayed at their moorings all summer.¹¹³

Near the end of the season the sailing committee prepared a review of the sailing program at ONEC. It outlined the aims of the sailing division as:

1. providing docking and mooring space for members boats;
2. maintaining the lower level of the clubhouse to provide storage and work space for boats;
3. operating a sailing school for members and non-members with emphasis on junior training;
4. organizing races, regattas and other events to encourage competitive sailing.

The sailing school staff consisted of a senior instructor, one assistant instructor, and a bosun/assistant instructor. The school had the use of six 420 dinghies, two Albacores, a Boston whaler, a 12 foot aluminium runabout, and a Zodiac. The senior instructor was hired early in the season to organize the school and prepare school boats for the training season. At the end of the 1986 season all of the 420s were sent to FIBRON Ltd. for major repairs. Over the years the school had paid for the cost of training boats and had returned a small profit to the club. In 1986 and before club members had been allowed to use club boats when they were not required for the school but the sailing committee recommended that this practice be stopped in order to reduce wear and tear on the boats. The committee noted that club racing had not been very successful for the past few years. It also noted that Sail RA had been using the club for its Don Rantz Regatta for the past few years and raised the possibility that Sail RA might return to ONEC on a permanent basis.¹¹⁴

On 26 and 27 July ONEC made its facilities available to the Ottawa Rowing Club which was hosting the Ontario Rowing Championships. It was anticipated that about 600 rowers from 21 clubs would attend.¹¹⁵

In his yearend report Fred Cogan, the vice-president, expressed concern about running a deficit when membership was dropping. He noted that no rent had been paid to the NCC for two years and that there were serious issues with the commission about ownership of the property and the negotiation of a lease. The NCC's formula for rent could cripple the club and Cogan proposed attempting to negotiate a lease based on a user fee per member formula. The meeting agreed to this approach. With regard to ownership, Cogan stated that it would be difficult to prove possessory title (squatter's rights) to either the tennis courts or the water lot – the club would have to prove usage for 60 years prior to 1956. Although Cogan was both a sailor and a tennis player, he felt that tennis resources were being drained by sailing and by the upkeep of the clubhouse. He suggested several alternatives: have the RA operate a boating facility at the clubhouse; rent the clubhouse to a restaurant group; or seek subsidies from the City of Ottawa.¹¹⁶

1987 - Geoff Nimo continued as president in 1987 and Fred Cogan remained as vice-president with responsibility for negotiating a lease with the NCC. Brian Radburn held the combined office of secretary-treasurer. André McNicoll was tennis director and Phil Hurcomb took charge of publicity. Mrs. Fields was the registrar. Although he was no longer on the board, John Murray continued as dockmaster, a job he filled until 1996.¹¹⁷

The 1987 budget was based on employing the following staff:

Tennis professional	
Bosun	\$3500
Sailing school instructor	\$2500 plus benefits
Sailing school assistant	\$2100 plus benefits
Bartender	\$1100
Registrar	\$3500.

The maintenance of the tennis facilities was to be contracted out for a flat fee of \$15,320; this contract was probably let to H. Fraikin.¹¹⁸

Revenues were projected at \$61,515 but only amounted to \$53,885. Most of the shortfall came in membership revenues. Although 491 memberships were sold in 1987 compared to 456 in 1986, sales of the relatively lucrative family memberships were down from 222 in 1986 to 163 in 1987. Profits from the sailing school fell to \$4135 compared to an anticipated \$7830. Overall revenues fell from \$54,750 in 1986. The drop in revenue was met by a reduction in expenditures from a projected \$49,415 to \$44,944. Expenditures on the marina were cut by almost half and repairs and maintenance to the tennis courts and surrounding area were reduced by a third. Even this was insufficient, and the club had to draw on members' equity to remain, just barely, in the black.¹¹⁹

In his report to the annual general meeting the president described the year as moderately successful yet he noted that for the second year in a row membership had dropped. This was in spite of the fact that the summer weather had been good and the club had put more money into advertising than in previous years. He believed that the club needed a pavilion at the tennis courts to attract members and noted that tennis members seldom visited the boathouse. Before money could be committed for a pavilion, the club needed a lease and the NCC did not seem "...to be interested in coming to an agreement with the club." Nevertheless, he hoped to have a pavilion built by 1988.¹²⁰

Andre McNicholl repeated that a tennis pavilion was a necessity. In his report on tennis he thanked Hans Fraikin for his work as court manager and Evelyn Hustwit for her work as club pro. Although the courts had opened later than usual, on 4 May, the courts stayed in excellent condition throughout the season. The club hosted the "over 35" tournament in early July with over 200 top players participating. Seventy players took part in the club tournament. Budget restraint prevented bracing the backboard or paving the courts but the club did spend \$2100 on new windscreens and \$400 on repairs to the lighting system. A survey of club members found 50 who were in favour of maintaining the whites only clothing rule while 46 favoured a modification. (The rule was retained until at least 1991.) The meeting decided to reduce the number of times a guest could play during the season from five to three.¹²¹

Joanna Moss, the manager of the junior sailing school, delivered the sailing director's report. She noted that there had been 40 children in each two week session and that adult sailing classes were also popular. The club boats were not in good shape and she recommended that if new boats were purchased, they should be Flying Juniors – the 420s were too fragile.¹²²

In response to the difficult financial situation, the new executive appointed both a marketing and a fundraising committee at its first meeting in October 1987. Among the ideas which the fundraising committee discussed was seeking capital investment from a developer in Rockcliffe in return for free, one year memberships, in the club. The committee also considered carrying advertising on the club boats.¹²³

1988 – Revenues increased by 17% in 1988; almost all of the increase can be attributed to an increase in fees. Fees were increased to allow some leeway in dealing with anticipated increases in the rent paid to the NCC and to provide for capital expenditures.

Actual memberships sold declined from 491 in 1987 to 460 in 1988. Expenditures in 1988 increased by 21%; nevertheless the club finished the year with \$8895 in the bank.¹²⁴

In February and again in the early spring the CBC used the clubhouse as a location for filming the scenes for “The Private Capital” which was set in Ottawa’s high society in the 1890s.¹²⁵

The 1988 Annual General meeting approved the change of the club’s fiscal year end from 31 December to 31 October.¹²⁶

André McNicoll was tennis director during most of the 1988 season and Evelyn Hustwit returned as tennis pro; Hans Fraikin was the tennis manager. In 1987 the club had won “hands down” in Division III of city wide competition but in 1988 its team playing in Division I was less successful. Greg Orchard was captain of the Division I team while Guy Charlebois was captain of the Division II team for the fifth year in a row. The club also hosted three tournaments: the NCTA Junior Invitational, the Remington Father/Son Mother/Daughter and the NCTA “over 35” tournament. The club champions for the year were:

Ladies’ Singles	Rebecca Kingston
Ladies’ Doubles	Amy Mantsch and Margaret MacNamara
Men’s “A”	Gary Maffett
Men’s B	Bill Clarke
Mens’s doubles	Ben Chen and François Jubinville
Mixed Doubles	Louise and Gary Maffett. ¹²⁷

Nelson Laporte was sailing director in 1988 and Joanna Moss was the head instructor at the sailing school which trained 28 adults and 64 juniors during the summer. The club racing program was not a success. A planned Tuesday and Thursday evening race program did not take place because of a lack of participants; attendance at Sunday afternoon races was light but there were enough races to declare Andre Laporte the winner of the racing program. Jan Kidd was awarded the Eileen Thomas award for the club member showing the most progress during the year. John Murray continued to care for the docks and with a crew – Norm Pascoe, Joe Rainville, Pierre Marquis, Glen Kidd, David Enzler and Ernie Rance - he converted six of 21 docks from a flotation system using steel barrels to one using “topper” floats. (These may have been the Styrofoam floats encased in tires which were manufactured by Topper Industries.) They also resurfaced the Laser and 420 docks.¹²⁸

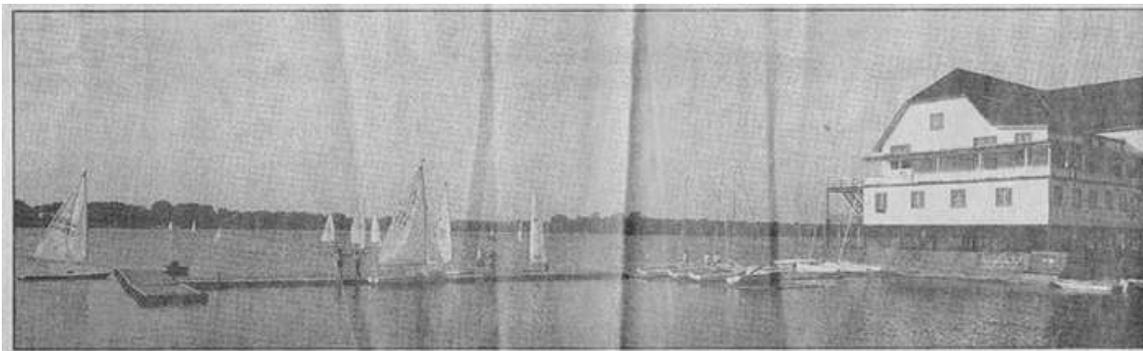
Early in the season ONEC applied for a Wintario grant of \$19,740 to buy a fleet of six Mistral 404’s to replace six 420s in the training fleet. In the application Brian Radburn explained that every summer the club operated 10 junior courses of two weeks duration, 3 hours per day. There were also three adult evening courses of four weeks duration, Tuesday and Thursday evenings. All courses were taught to CYA standards. The club did not get the Wintario grant but it arranged a loan from the Canadian Yachting Association which allowed it to buy two new Mistrals.¹²⁹



5 The boathouse about 1991. Source: ONEC 1991 Membership Roster

Sail RA had leased space at ONEC while the Dow's Lake Pavilion was being built in 1983. At the end of the 1987 season it inquired about the possibility of returning to ONEC on a permanent basis and negotiations continued through 1988. On 1 May 1989 the Civil Service

Recreational Association, the parent organization of Sail RA, signed an agreement to lease 1800 square feet of the clubhouse for the use of Sail RA members. Sail RA was to provide its own docks and boats. Sail RA members had the status of social members of ONEC and Sail RA was to pay the social membership fee of \$50 for each of its members. During the 1990s Sail RA usually had about 200 members and over the five year term of the lease Sail RA paid an average of about \$11,000 a year in rental fees. In his report for 1989 the sailing director noted a marked increase in activity on the waterfront and, he reported, Sail RA was a major factor in this change.¹³⁰ Although Sail RA remained a separate organization, and a tenant until 2008, there was interaction and contact between Sail RA members and ONEC members. ONEC sailors participated in the Sail RA racing program and Sail RA members provided volunteer help in maintaining the clubhouse.

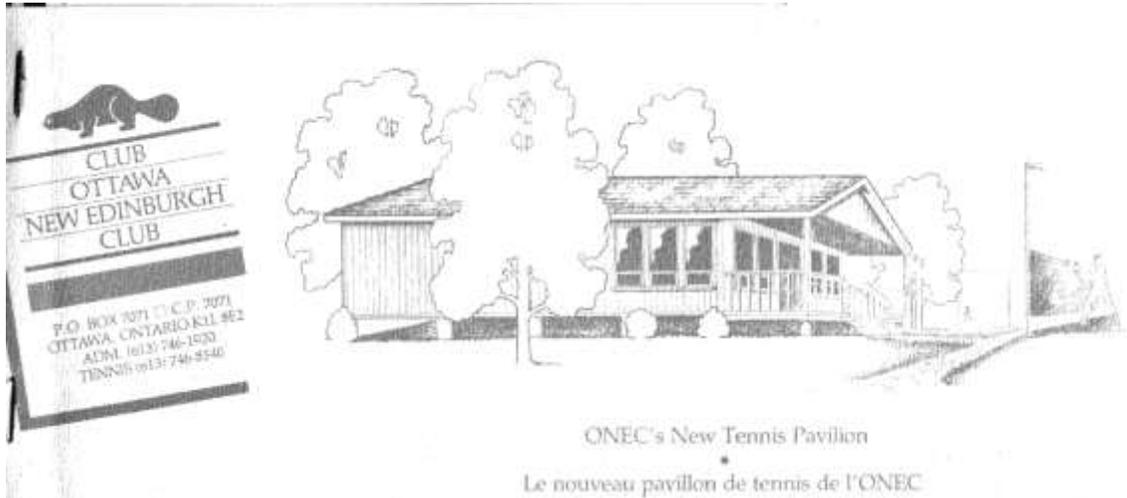


6 Sail RA boats and docks at ONEC. Source: Ottawa Citizen, 8 July 1995.

The Tennis Pavilion

Part of the agreement which had saved the clubhouse in 1982 had involved promise to build a tennis pavilion. Finances and the absence of a lease from the NCC delayed the implementation of this promise but over the summer of 1988 the club had plans for a pavilion prepared. The basic building was to be a prefabricated Beaver Lumber cottage, 24 by 50 feet; the total cost was estimated at about \$50,000.¹³¹ In October, A. McNicoll met with the NCC and received verbal approval of the plan. The old "shack" was torn down and foundations for the new building were put in with the intent of building it in the spring 1988.¹³² Then, in late December, the NCC linked the approval of the pavilion

to the signing of a new lease; it also gave notice to vacate both the clubhouse and the tennis courts by 30 June 1989 if a new lease had not been signed. This apparent change of conditions prompted the angry letter from A. McNicoll to the NCC which was quoted earlier and to a renewed round of negotiations with the NCC which resulted in the signing of a five year lease in 1989.¹³³



7 From the December 1988 Newsletter

ONEC ended the 1988 season with about \$9000 in the bank. To finance the tennis pavilion, the board considered bank loans, grants from the City of Ottawa, Wintario grants, fund raising events and the sale of five year memberships. By the end of February 1989 the board had convinced nearly 100 members to renew their memberships before the season began in order to raise money and the president was considering going ahead with construction without waiting for NCC approval. This course was judged to be too risky and a trailer was rented for storage at the courts in 1989.¹³⁴ By October 1989 it was clear that no money would be available from the city and that Wintario would not make a grant unless the club had a longer term (20 year) lease. At the 1989 AGM the club members voted to go ahead with the construction of the clubhouse at an estimated cost of \$60,000. In January 1990 the club offered a prepayment plan for memberships by which it hoped to raise \$30,000. How successful this campaign was is not clear but, by June 1990 when the club applied to the city for a “self help” grant of \$7500, it had \$40,000 worth of government treasury bills in hand.¹³⁵ During the summer of 1990 a committee led by Gavin Murphy carried the approval process through both the NCC and the city bureaucracy; construction began in December 1990 and the exterior shell was completed by March of 1991.¹³⁶ A general meeting on 23 June approved the completion of the building (electrical, plumbing and drywall) to the “extent possible” in 1991. It was estimated that this would involve the expenditure of approximately \$8000 in addition to approximately \$41,000 which had already been spent. This work was done and although the tennis director reported that it had not provided much functionality in 1991 he anticipated that the interior would be largely complete by the beginning of the '92 season.¹³⁷ What the total cost of the pavilion was is not clear but in 1992 it was insured for \$74,000.

1989 — The negotiation of a new lease, the integration of Sail RA into the clubhouse, and planning for the tennis pavilion took up much of the board's time in 1989. It was also an unsettled year for the board. The president, André McNicoll resigned in May because he was moving to Asia; he was replaced by the Secretary, Heather Moxley. Hans Fraikin, tennis director resigned in May and was replaced by John Laidlaw. Two board members Peter Morrison and Ann Leahy left the board for postings in Geneva and Cameroon and during the year three individuals – Peter Morrison, Glen Kidd and Geoff Nimo – were added to the board.¹³⁸

The club began the year on the assumption that membership would remain stable but that membership revenues would rise as the result of an increase in membership fees with senior memberships going from \$175 to \$195 and couples membership going from \$285 to \$320. In fact, membership dropped to just over 400 in 1989. Membership revenues were about \$6500 below expectations; the club was hit with an unexpected tax bill of \$6000 and with unanticipated expenses because the tennis pavilion was not built. As well the city turned down the club for a \$30,000 capital grant. Sail RA fees were slightly higher than anticipated and the sailing school made a good profit; at year end ONEC revenues exceeded expenses by \$12,258 instead of the \$21,471 predicted in the budget.¹³⁹

Sue Hollingsworth was hired as the general manager for 1989. She had responsibility for hiring and supervising all club employees (other than instructors) and for managing the day to day operations of the club. The general manager was also to actively market the club and, to encourage her in this, would receive 30% of all initiation fees over a base level of 80% of the initiation fees received in 1988. She was to supervise the bar which was to be open from noon to 10:00 PM from 3 June to 4 September. The terms of reference for the general manager noted that in 1988 2210 hours were to be paid to open, maintain and close the tennis operation. The hours were divided as follows:

- 995 hours tennis manager
- 550 hours senior grounds help
- 409 hours junior grounds help (2 people)
- 256 hours other help (4 people, varying hours)

It was assumed that in 1989 the general manager would account for at least 500 of these hours. The general manager would have access to \$27,000 from the club budget to cover all employee expenses for tennis labour, general maintenance labour, and the general manager's salary. On past experience it was assumed that the tennis operations would cost about \$10,000 and the bar operations about \$7000.¹⁴⁰

Little is known of tennis in 1989. The club apparently did a significant amount of work on the courts during the summer; the yearend financial statement showed "repairs and maintenance" expenditures of \$9800 on courts, electrical and area in 1989. Presumably some of the courts were resurfaced as the club took delivery of nine tons of tennis dressing for delivery in April. In his yearend report John Laidlaw stated that it had been a good year but identified a problem in that fewer and fewer players, especially women players were coming out.¹⁴¹ Gary Maffett and Amy Mantsch won the men's and women's singles championships.

The sailing director, Glen Kidd, reported a “marked increase in activity on the waterfront” in 1989. The major factor in this was the return of Sail RA which, in addition to training its members, ran regular weekend races with an average fleet of seven or eight boats, as well as the Don Rantz invitational regatta with 14 Albacores and seven Lasers. Four ONEC boats participated in the Don Rantz. Joanna Moss ran the ONEC sailing school providing training for both junior and adult sailors. At the beginning of August, 69 out of 72 available positions in the school had been filled. Revenues from the sailing school were down slightly from 1988 although profits were healthy. Unfortunately the club’s training boats were becoming increasingly difficult to maintain. As well, ONEC’s whaler “went missing” early in the season and, although Sail RA loaned the sailing school its whaler for the season, it was obvious that the ONEC would have to buy a new safety boat. It was estimated that a new boat would cost \$12,000.¹⁴²

Socially, the club had a good year. Dave Smith, the Ottawa restaurateur, was on the board and catered a Mother’s Day Brunch attended by 160 people. Once the docks were in the water and the tennis nets up, the club had a traditional ONEC steak night to welcome Sail RA to the club. In July Stephen Fields and Guy Laframboise organized a Caribbean night. It drew a packed house which danced to the music of the Magic Circle. The dance, which was intended as a fundraiser, made a profit of \$1500 or \$2000 depending on which report one believes. The year ended with an awards dinner with tacos and sangria.¹⁴³

1990 – Heather Moxley was president in 1990. The board’s attention was focussed on getting the necessary approvals for the construction of the tennis pavilion; these were finally in place by the end of the season and the shell of the building was put up in December 1990. During the active season a rented trailer was used as the clubhouse. Grant Morison was hired as general manager and Dianne Morison was the assistant manager; both were from the Ottawa University School of Recreation. Other staff were John Hollingsworth, head groundskeeper; David Wu, tennis pro; Ed Pressman, sailing instructor; Michell Beaumier and Michell Gauthier, court attendants; Anita Godin, Alison Williams, and Andrea Kidd, bartenders; and Michael Pohoresky, bosun.¹⁴⁴

Although membership fees were raised by about 10% in 1990 (to \$215 for seniors and \$350 for couples), revenue from memberships dropped from \$53,472 in 1989 to \$45,850 in 1990. Overall revenue increased from \$73,966 to \$87,093; the increase can be attributed to an \$8,000 Wintario grant, a \$4,800 insurance payment, and a \$5,000 increase in bar, food and social revenues. The club also collected \$3,300 from the rental of the clubhouse. Overall expenditures rose from \$61,708 to \$84,489 and the club finished the year with about \$34,000 in cash and treasury bills which would be put towards the construction of the pavilion in 1990-91. Most of the increase in expenditures was on the marina (for new boats and flotation) and on the clubhouse. Only \$961 was spent on the pavilion; the major expenditure for it fell in the 1990-91 fiscal year.¹⁴⁵ In June the club applied for a \$7500 self-help grant from the City of Ottawa; there was no money remaining in the city’s 1990 budget and it was understood that the grant, if received, would apply to the 1991 season.¹⁴⁶

Glen Kidd, who had come on the board as sailing director half-way through the season, reported that the sailing season had followed the usual pattern of weekend and evening recreational sailing; he made no mention of club racing although ONEC sailors finished first and third in the Laser class in Sail RA's Don Rantz. Ed Pressman was the senior instructor for the sailing school which took in \$13,118 in fees, well over the budgeted amount of \$8379. The sailing school budget was based on a season of 9 thirty hour sessions training six to 12 students in six boats. There were also plans for adult classes based on six weekends and two weekday evening sessions (Monday and Wednesday) of a month each. Children were charged \$100 for a two week session; adults were charged \$120 for the evening sessions. The school started the year with only one seaworthy boat but two 420s were repaired and three Code 40s were purchased with the help of a \$4200 loan from the CYA. The club also acquired a used Boston whaler to replace the one which had disappeared in 1989. Under John Murray's direction the club completed the conversion of the docks to the new flotation system.¹⁴⁷

Jean Tanguay was tennis director and David Wu was the tennis pro. In addition to lessons for members, Wu organized 8 weeks of summer tennis camps attended by over 150 children. The club provided court time for wheelchair practice and tournaments and in September and October courts were rented to the Lisgar Collegiate Tennis Club. As well the club hosted the Remington Mother-Daughter and Father-Son tournament, the City Veteran's, and the NCTA Junior tennis tournaments. The club championships were played in August; the winners were:

Ladies' Singles	Amy Mantsch
Ladies' Doubles	Amy Mantsch and Margaret MacNamara
Men's "A"	Gary Maffett
Men's B	Yavor Kresic
Mens's doubles	Gary Maffett and Jeannot Rodrigue
Mixed Doubles	Louise and Gary Maffett. ¹⁴⁸

Socially the club had a successful season which began with a mother's day brunch on 13 May. A surf and turf dinner dance on 25 June and a Caribbean bash (the third annual) on 20 July well attended and actually returned a profit. The band, Magic Circle, played at the Caribbean night dance. Only the end of year BBQ was poorly attended.¹⁴⁹

A report filed at the end of the 1990-91 season with recommendations for the 1991 season gives some indication of issues faced by the club - there should be more communication among sailing and tennis operations and the manager. Payment for children's lessons should be made in advance. The head grounds keeper position was not necessary. Major complaints were about condition of bathrooms in boathouse and external appearance of boathouse. The condition of the bathrooms affected rentals. The bathrooms should be retiled. The big ONEC tennis tournament should be in July before members go on holiday. The use of the boathouse hall could be expanded - aerobics classes, ballroom dancing? A calendar of events should be published. There were unspecified problems with the sailing program. The tennis courts were in poor shape at beginning of the season due to wet winter. The tennis school had record enrolment. The sailing school was a success with a record number of students. The boathouse was in poor shape due to break-

ins, water damage (frozen pipes) and pigeon damage in third floor, ball room and kitchen. The washrooms and entrance were painted for the first brunch on 13 May. Social events – mothers’ day brunch, Surf and turf, and Caribbean night - were all successful. The ONEC end of season BBQ was not a success. All events were attended by Sail RA.¹⁵⁰

1991 - Claude Massicotte succeeded Heather Moxley as president at the AGM in 1990; Moxley and at least three other board members retired. In July of 1991 Massicotte resigned as president and was replaced by Glenn Kid.¹⁵¹

Fees were raised to \$240 for seniors and \$385 for couples but, for one year, the initiation fees was waived. In spite of the increase in fees, memberships sold increased from 300 in 1990 to 347 in 1991. The increase in membership was attributed to a concerted recruitment campaign by volunteers and to the hiring of an administrator, C. Gundbranson, to respond to inquiries. Overall revenue dropped from \$87,093 in 1990 to \$84,107 in 1991. Because of large expenditures, over \$40,000, on the pavilion the club finished the year with a \$24,990 loss.¹⁵²

Revenues in 1991 included \$3,300 from rental of the clubhouse for private functions; the 1991 calendar showed that it was booked for 10 weddings between May and the end of August as well as a Mayfair Dance held by the Manor Park Association. Unfortunately unspecified “problems with the plumbing” during the Mayfair Dance resulted in ONEC refunding the rental fee for the evening.¹⁵³

The exterior of the tennis pavilion was completed by March and a general meeting in June approved the expenditure of about \$8,000 to complete electrical, plumbing and drywall. Even in an incomplete state, the pavilion was a major improvement over the trailer which had been used for two years. Because a supplier had gone out of business the club switched from using clay on the courts to a crushed brick topping with an artificial binder; the change was judged to be an improvement as the crushed brick was less slippery and dusty than the clay surface. The formal tennis program began with a round robin on 30 May; round robins continued on Thursday nights until mid-September. There were also some round robins on Saturday mornings. Men’s and ladies doubles were played on Monday evenings; Tuesday and Thursday mornings were “Ladies’ Day”. The men’s and ladies’ round robin died out early but the mixed round robins continued most of the season.

Club championships were held in August; the winners were:

Mens’ singles A	Gary Maffet;
Mens’ singles B	Javier Sanz;
Mens’ doubles	Jim and Phil Hurcomb
Mixed doubles	Gary and Louise Maffett.

The ladies’ singles and doubles championships were cancelled due to poor turnout. ONEC competed in two NCTA leagues. Phil Hurcomb captained the Men’s Sunday doubles and won the division II title. David Wu, the head instructor, ran successful tennis camps. The mixed entry in division II finished near the middle of the pack.¹⁵⁴

During the season the club held steak barbeques on the last Sunday of each month plus a Murder Mystery dinner in June and a Caribbean Night in July. The club regatta was held 24-25 August to coincide with the finals in the tennis championships and an award day barbeque.¹⁵⁵

In his yearend report the president described 1991 as a “challenging year for ONEC.” Nevertheless he was able to list several achievements. Largely due to the engagement of volunteers from within the club, membership had been boosted by almost 20%. The pavilion shell had been completed, the women’s washroom in the clubhouse had been renovated and the clubhouse roof had been repaired with volunteer labour. Progress had been made in building club spirit through the use of volunteers. The camps had been very successful. He noted that the work of the treasurer exceeded what could be expected of a volunteer board member and that hired help might be required; during the year help had been hired to deal with registration. However, staff salaries were a continuing concern and the lack of continuity (in both staff and the board) was a concern.

1992 – Claude Massicotte returned as president in 1992. In April the club hired Ralph Bauman as club manager and as manager of the bar; he was also given a bonus of \$25 for each membership he brought in.¹⁵⁶

The year got off to a shaky start with three members of the board resigning early in the year. Nevertheless the board operated well and the tennis pavilion was completed. Membership was a cause for concern. Although membership fees remained the same in as in 1991, the club decided to charge a capital fee of \$50 per individual, \$75 per couple, and \$100 per family. The initiation fee was dropped for 1992. Only 70 new members joined in 1992 and membership declined by almost a third from 365 to 259. This affected revenues and the club finished the year with a deficit of almost \$6000. The decline in membership was not temporary – in 1993 membership fell to only 100 and it continued at a low level, between 210 and 260 until at least 1998.¹⁵⁷

Greg Klassen joined the board as tennis director in June and David Wu was hired as the tennis pro. The club organized men’s and ladies’ doubles on Monday evenings, ladies mornings on Tuesdays and Thursdays, round robins on Wednesday evenings, and mixed round robins on Saturdays. ONEC also sponsored the NCTA 35+ tournament in July in return for 60% of the profits. It provided four asphalt courts for the NCTA intermediate tournament which was sponsored by the Rockcliffe Tennis club. Both events drew large numbers of participants although the weather was poor. Late in the season both Ashbury College and Lisgar High School rented courts for their programs. A new system increased guest fee receipts from \$150 to over \$1117.¹⁵⁸

From the point of view of the tennis players, the best news of the year was the completion of the tennis pavilion. In May it was estimated that \$17,000 worth of work remained to complete the building; although money was short, the board decided to go ahead with the work and the building was done by mid-summer. The completion of the tennis pavilion marked the completion of a renewal program which the club had begun in 1982. It also

marked a new stage in the club's evolution with two centres of activity, the tennis pavilion and the clubhouse which more and more frequently was referred to as the boathouse.¹⁵⁹

Robert van Es was sailing director and Stephanie Marcon, Graham Bragger and Ed Pressman were hired to teach in the sailing school. In his yearend report Van Es commented that although the sailing school usually made a profit, it involved a lot of work and the school needed new boats and docks. A listing of boats for insurance purposes in 1992 showed five 420 sailboats valued at \$15,000; three Code 40 boats, valued at \$8217.25; one Mistral worth \$3000; one Boston Whaler with a central consol, \$3240; and one 8 foot Zodiac, \$2500. Sail RA organized races on weekends and there was Laser racing on Tuesday night.¹⁶⁰

John Murray continued as harbour master. He noted that expenditures on sailing had been minimized while the tennis pavilion was being built. Now, he reported, \$2000 was required to resurface the sailing school dock; this was done in 1992. In addition, the club owned 25 docks and none had been replaced for five or six years although permanent flotation had been installed in them in place of barrels. New docks would cost about \$2000 to \$2500. Some of the docks were in such poor shape that the club had to ask to use Sail RA's docks. Murray reported that the lower balcony decking on the boathouse needed replacing; Sail RA expressed concern that the boathouse needed upgrades to its plumbing, roofing and decking. Estimates for the replacement of the deck ranged from \$24,000 to \$27,000.¹⁶¹

Although children's camps involved a lot of work, they were generally profitable, In 1992 the combined sailing/tennis program had 104 students, the sailing program had 21 and the tennis training program had 130 students. The tennis program had eight instructors on call with a ratio of six students per instructor; the sailing camp had three instructors. Sailing camp generated \$13,574 in fees in 1992 but only cleared \$184; tennis took in \$22,374 in fees and turned a profit of \$12,049.¹⁶²

The club began the season with an open house in May and held five steak BQs on Sundays as well as a Murder Mystery Night on 15 June and a Caribbean Night on 9 July.¹⁶³

1993 – The club planned a celebration for its 110th anniversary of the club with a dinner catered by Dave Smith of the Place Next Door and a dance with a local swing band, the Gerry Helke Orchestra.¹⁶⁴

While celebrating its 110th anniversary, the club endured a very difficult year. Membership fell to about 100 primary memberships representing 158 individuals. The decline in membership may have been linked to an increase of from 10% to 25% in membership fees although ONEC's fees continued to be the lowest in the National Capital. Revenues fell as well while expenditures climbed with the result that the expenditures exceeded revenues by \$21,936 and the club finished the year with an

accumulated deficit of \$33,494. The situation was bad enough that in October the club had to ask for extension from many of its creditors.¹⁶⁵

A 1999 review of membership numbers and fees gives further evidence of how serious the situation was in 1993 and of how precarious the club's position was throughout the 1990s.¹⁶⁶

Membership Fees and Numbers of Primary Members					
Membership	Adult	Couple	Family	Tennis, Day	Number of primary members
1991	\$190	\$310	\$395	Na	365
1992	240	385	495	Na	259
1993	280	420	510	Na	100
1994	225	375	475	Na	214
1995	225	375	475	\$125	211
1996	225	360	450	125	254
1997	225	375	460	140	239
1998	240	390	475	150	225
1999 proposed	225/240	390	475	145	

Both the boathouse and the docks had been neglected while the tennis pavilion was being built. Late in 1992 the board decided that it could not rent the ballroom until some repairs were made to the building; an early budget projection allowed for \$45,140 in capital expenditures (repairs to the septic tank, bridge, lower deck, roof, etc.) the boathouse. When revenues failed to meet projections this was cut back and about \$22,000 was spent on repairs to the second floor deck, on stairways, on the bridge and on docks. As a result the clubhouse was rented for some events and generated revenue of \$5335.¹⁶⁷

An additional financial blow came when the NCC presented the club with an invoice for \$9287.31 for recovery of property taxes at the end of 1992. Based on previous year's expenditures, the club had only budgeted for \$350 in its 1992 budget. No explanation for the massive increase has been found but the club was able to pay \$6784 in property taxes in 1993 plus \$550 for fire protection.¹⁶⁸

In spite of the decline in membership, tennis appears to have been generally successful. Judy Wiesinger and Andre Talbot shared the role of tennis director; Christopher Mercer was hired as the tennis pro and club manager. The club planned to open the hard courts by 15 May and have round robins every Thursday night. There would be an open house tournament, a "110 Day" tournament for the club's anniversary and, from 7 to 15 August, the club championship. ONEC also planned to enter two teams in NCTA leagues on Wednesday and Sundays. In 1992 the men's team had placed second in the Sunday league. About half of the NCTA matches were to be played at ONEC.¹⁶⁹ The decline in membership may have led to a decision to rent some of ONEC's facilities to the Rockcliffe Tennis Club from 26 July to 13 August. As well, Ashbury College rented time on the plexipave courts in September.¹⁷⁰

Sailing was struggling. Of the 158 members, 45 were sailing members and 113 were tennis members. About 35 of the sailing members had their own boats. Docking was a problem; although the club built five new docks in 1993, its total number of docks was down to 17 from 22 a few years earlier; the older docks had a life expectancy of only three to five years. Two large docks, a 34' Laser dock and a 34' passage dock had to be replaced immediately. John Murray, the harbour master, estimated that \$50,000 had to be spent on docks over the next five years. If this could not be done, he suggested that the marina operation should be suspended. There is some indication that the club seriously considered abandoning sailing at this point; the possibility of focussing on tennis and abandoning the lease to the water lot was raised in lease negotiations with the NCC in 1994. On the positive side, the sailing camp made a profit of \$7090 in 1993.¹⁷¹

Negotiations for the renewal of Sail RA's lease at ONEC began in 1993. ONEC indicated that it would be increasing the rent charged Sail RA and Sail RA set up a committee to investigate possible alternatives to ONEC. Sail RA received offers of accommodation from the Nepean Sailing Club, the Britannia Yacht Club, and from ONEC. Negotiations with ONEC continued through 1994. At one point ONEC also suggested that the RA take over the management of the boathouse and the RA seriously considered the proposal. Although the proposals received from Nepean and Britannia were considered, Sail RA was reasonably satisfied with the ONEC location. In 1994 the RA signed a lease which avoided a rent increase but was limited to two years. During 1995 negotiations with ONEC continued and in 1996 the RA signed a five year lease. It provided for a base rent of \$4,375.00 plus a maximum \$50.00 ONEC membership for each Sail RA member. In subsequent years the rent ranged between \$11,000.00 and \$13,000.00. ONEC agreed to match RA contributions to a boathouse improvement fund. The space available to Sail RA was increased to 2000 square feet. In 2000 the RA signed another 5 year lease with ONEC; the fixed payment was reduced to \$2000.00 annually and the per member payment was increased to \$75.00 from \$60.00.¹⁷²

During the year the club investigated various sources of grants including the Bronfman Foundation and Lottario. It also applied to the City of Ottawa to have the boathouse designated as a heritage site under the Ontario Heritage Act; the application was not carried through at the time, primarily because the NCC would not support the application but also as a result of the almost complete change of the ONEC executive at the time.¹⁷³ The club renewed the application in 1996-97 with the support of the NCC. Although the city heritage office was willing to support the designation, the club hesitated because, at the time, the city's funds for heritage grants were exhausted. Late in 1998 the club decided to go ahead with the application and on 30 June 1999 the city council approved the designation of 501 Rockcliffe Driveway as being "of historic and architectural interest."¹⁷⁴



8 City of Ottawa, Heritage Designation.

1994 – Through the 1960s, 1970s and 1980s the club published a newsletter; judging from surviving examples it seems to have appeared several times during a year during the 1960s and 1970s and less frequently in the 1980s. In 1993 the newsletter began to appear as the “Gazette.” The March 1994 issue announced that memberships had been reduced to pre-recession levels, \$225 (down from \$280 in 1993) for adults, \$375 for couples and \$475 for families; these prices included GST. As well, there were discounts for joining before 15 April.¹⁷⁵ Membership doubled in 1994 although revenue from memberships remained almost stable.

In tennis Chris Mercer was hired as club pro and the club planned to open officially in mid-May. The club intended to have Thursday evening recreational tennis, Sunday morning round robin clinics, a club championship and the Davis Cup. As well the club would host two NCTA tournaments.¹⁷⁶

The 1989 lease came up for renewal in 1994. The NCC demanded what it termed market rates and, faced with a threat of eviction, the club signed a one year lease which saw the rent increase to \$10,723.00 plus an estimated \$7000 in taxes.

Richard Vincent took Cliff Taylor’s place as president in August of 1994. He described 1994 as a “turnaround” year; membership fees were down and membership was up by over 100%. Although the club continued to carry debts, expenses had been reduced. In

particular the bill for wages and contracts was cut from \$54,000 in 1993 to \$34,500 in 1994. He identified the boathouse as the biggest issue facing the club; however, the expenditure on the boathouse in 1993 had brought it to a minimum standard where it could be rented out and ballroom/bar revenues began to earn significant amounts. During the season the Jitterbug Alliance had used the building and 150 people attended a closing swing dance in September.¹⁷⁷

Historical Statistics on ONEC Finances				
	1992	1993	1994	1995
Revenues				
Membership fees	\$47,000	\$40,000	\$37,000	\$44,200
Day camp fees	36000	38000	32000	24100
Sail RA rent	14000	13000	13500	11400
Ballroom/bar revenue	3000	5000	5000	7800
Expenses				
Wages & contracts	55000	54000	34500	34200
Rent, property tax, fire	16000	15000	15500	21000
Boat house repairs	7000	29000	2000	4900

1995 and after -

During 1995 and 1996 the club spent a lot of energy negotiating a new lease with the NCC but, in the end, no lease was signed. As part of the lease negotiations the club developed a “Business Plan” for non-profit intensification. The introduction to the plan presented a short account of the club and outlined problems which had developed over the years. The Rockcliffe Parkway was extended in 1950 and divided the club in two. The tennis courts were moved further inland making the clubhouse less accessible to the tennis players. Access to the boathouse became more difficult when the high level bridge (which had given direct access to the ballroom) was replaced; the new bridge entered the clubhouse on the boat deck. In the 1950s the abandonment of the Ottawa street car lines reduced public access. NCC restrictions on signage along the parkway hampered publicity campaigns. In the 1980s the tennis boom peaked and tennis membership began to decline; sailing membership fell off at the same time. In the 1990s NCC redesign of the parking lots reduced available parking. Although some success was had with renting the ballroom, the deterioration of the boathouse made this more difficult.

The plan maintained the club’s focus on tennis and sailing with a new emphasis on arts and recreation. Arts and recreation encompassed more rentals of the ballroom for receptions, banquets and dance parties as well as adult arts courses and events. A new high level bridge would make the boathouse more accessible and the third floor could be renovated for use. As well work was required on the roof, the men’s washroom, and the access stairs. The kitchen required modification and the entrance and ballroom required cosmetic work. The plan recognized that internal revenues could not fund the renovations and considered various outside sources such as Lottario, other government grants, historical designation, and joint ventures.¹⁷⁸

Much of the plan was never implemented but the club did manage to increase its ballroom and bar revenues and to release its reliance on membership fees. In 1992-93, when membership was very low, membership fees still accounted for 48% of revenue; by 1997-98 when membership had more than doubled, membership fees accounted for only 41% of revenues.

By 1995-96 the club was out of “survival mode.” It had paid off most of its creditors and, with the help of some corporate memberships and fundraising was able to install improved tennis lighting. Sail RA signed a new five year lease and rowing was introduced as a third sport at ONEC. All of this was done while fees remained frozen and the club ended the active season with a few thousand in the bank.¹⁷⁹

Executive, 1974-75 to 1990-91

	President	Vice President	Treasurer	Secretary	Tennis
1974-75	WS Hewat	John Laidlaw	JR Burrows	JW Johns	G Maffett
1975-76	WS Hewat	G Mackellar	J Johns	C McKerral	R Collette
1976-77	JA Kentell		J Johns		L Konicek
1977-78	JA Kentell	HE Bashaw	HG Copestake	L Lefaive	GA Rubeli
1978-79	H Bashaw	M Bury	M MacFarlane	M MacFarlane	G Rubelli
1979-80	M Bury	B Perkins		BJ Bennett	F Montelpare
1980-81					L Buffa
1981-82	N Pascoe	J Murray	D Morrison	G Levett	L Buffa
					G Rubeli
1982-83	N Pascoe	J Murray	D Morrison	M Bol	B Wight
1983-84	N Pascoe	J Murray CL		M Bol	B Wight
1984-85	N Pascoe	J Murray	M Bol	J Gourlay	B Wight
1985-86	G Nimmo	F Cogan	W Haider	M Clayton	B Wight
1986-87	G Nimmo	F Cogan	B Radburn	B Radburn	A McNicoll
1987-88	B Radburn	R Souchen	M Vermette	H Moxley	A McNicoll
1988-89	A McNicoll/H Moxley	J Cohen	G Orchard	H Moxley	H Fraikin/ J Laidlaw
1989-90	H Moxley	J Laidlaw	B Radburn// J Kenward	G Kidd	J Tanguay
1990-91	C Massicotte	G Murphy	D Landry	N Laporte	G Orchard
1991-92	C Massicotte			B Merriam	G Klassen
1992-93	C Taylor	G Gudbranson	G Klassen		A Talbot/J Wiesinger
1993-94	C Taylor/R Vincent	A Pressman	R Vincent		B Stockfish/G Vitzthum
1994-95	R Vincent		P Hamill		B Stockfish/A Talbot
1995-96	R Vincent	P Hamill	P Hamill		A Talbot
1996-97	R Vincent	P Hamill	L Lamontagne		A Talbot/E Gary
1997-98	R Vincent	M Fossil		C Brasseur	J Martin/A Talbot
1998-99	R Vincent	M Fossil	E Wong	C Brasseur	J Martin/L Matthews
1999-2000	R Vincent		E Wong		L Matthews

	Sailing/ Waterfront	Board	Board	Board	Board
1974-75	CR Gill	W Brown	J. Gaskill Docks	A. Archambault	RM Bennett R Collette Tournaments
1975-76	CR Gill	R Bennett CL	G Copestake Docks	J Johns Social	J Reid Tournaments
1976-77	G Aldous	CR Gill CL			
1977-78	GG Aldous G Silver	JL Hope	B Burke Pub	G Abrams Social	L Konicek Wintario
1978-79	H Copestake	K Campbell Cl	O McTavish Pub	D Bagg Social	C Southee
1979-80	E Rance	K Campbell Cl	Mrs. J Taub Pub	G Lewis Social	J Withey M'ship
1980-81	B Powell				
1981-82	B Powell	J Gourlay Cl	M Benson Pub	M Clayton Social	
1982-83	G Levett	J Gourlay Cl	R Souchen Pub	F Cogan	J Powell
1983-84	G Levett	J Gourlay	R Souchen Pub	M Clayton Soc	W Haider F Cogan W Haider
1984-85	G Levett	F Cogan	P Hurcomb Pub	B Wilton Soc	
1985-86	N Pascoe	K Campbell CL	P Hurcomb Pub	G Charlebois Soc	
1986-87	M Fossil	M Clayton	P Hurcomb Pub	BA Smith	P Marquis/J Laidlaw
1987-88	N Laporte	P Landreville CL	A Gratias Pub	B Hyde Soc	A Leahy
1988-89	G Kidd	D Smith CL	John Laidlaw Pub	A Leahy Social	G Steneker/ G Nimmo
1989-90	G Kidd	G Murphy	G Steneker	M McNamara	J Stelliga
1990-91	G Kidd	B Reid Cl	J Steliga M	P Gregory Social	Leo Buffa Tennis
1991-92	R Van Es/J Thorn		M Bejot	B Reid	C Gudbranson M'ship
1992-93	B Adams		J Carbon M	M Dowsley Social	M Bethot
1993-94	K Campbell/M Adams	J Mitchell CL	C Boucher M	R Lavell Social	
1994-95	K Campbell/A Verdegall	J. Mitchell CL	C Boucher/A de Witt	M Boisvert Social	
1995-96	K Campbell	R Lunau	C Boucher/A de Witt	S Ducharme Row'	J Wilson
1996-97	M Fossil	A Talbot	A de Witt M	S Ducharme Row'	C Mercer M'ship
1997-98	M Fossil	J Firth CL	A de Witt M	J Paquette Rowing	P Hamill
1998-99		J Firth CL	A de Witt M	J Paquette Rowing	P Hamill Sp. Proj.
1999- 2000	M Fossil	J Firth CL	A de Witt M		P Doe Social

CL – Clubhouse; M-Marketing ;M'ship – Membership; Pub - Publicity

ONEC Revenues and Expenses, 1974-98

	On Hand	Member-ship	Revenue (\$)			Expenditures (\$)				Total	Excess
			Initiation	Sail RA	Total	Admin - istration	Club- house	Sailing	Tennis		
1974-75	10977	29133	5130		39873	6007	6473	3407	17776	37580	
1975-76	13270	31585	5155		46304		15401		20722	52527	7047
1976-77		30761	4530		43184	6900	8614	3446		38949	4235
1977-78		34892	5818		48694	3920	14187	8591	29891	54949	-6255
1978-79		35130	5875		57495	4481	11005	16115		45277	12218
1978-79		35130	5875		62333	5594	9893	15208	16200	53582	8751
1979-80		34087	5872		61486	11568	4228	27968	16392	65413	-3926
1981											
Oct		38986	7425		59567	9131	3485	8739	25732	59112	455
1982											
Oct		38100	2825		43987					38748	5239
1982-83		54099	3220		78349	8021	33711	18526	25120	84384	-6034
1982-83		41079	3220	7095	65329					84384	-19054
1983-84		44953	3377		65639	7904	9757	20526	23005	61119	4167
1984-85		51098	4680		70695					52968	17727
1985-86		49553	2673		54750	9726	10497	15572	31683	64078	-7582
1986-87	-8906	46421	3298		53885	7189	7827	4869	28133	44944	35
1987-88		55005	4000		63300	9430	7290	10685	29000	54405	8895
1988-89		53472	3075	10300	72291	18490	8273	6924	33461	60033	12258
1988-89		53472	3075	10300	77343	17241	8273	6924	22461	65085	12258
1989-90		45850	3045	9550	87093	20642	13701	23584	21708	76391	2604
										10909	
1990-91		52028	0	10650	84107	24013	14003	2542	25722	7	-24990
1991-92		42731	0	13615	78253	38701	10590	1418	17573	84202	-5949
1992-93		36670	1513	12648	75773	28564	34330	4112	22789	97709	-21936
1993-94		37000		13500							
1994-95		44200		11400							
1995-96		NA									
1997-98		NA									
					13940					13436	
1997-98		57202			7					3	5044

Items designated ONEC, RV, ONEC, Box2 4, Box 25, ONEC, and ONEC, Box 27 are now part of ONEC collection in the City of Ottawa Archives.

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- ¹⁰ LAC, RG34, Acc. 1990-91/155, Box 9, File M-29, A. Fraser, NCC, to a/Dir, property Division. 3 June 1977; *ibid.*, J.A. Kentell to NCC, 20 June 1977; *ibid.*, Dir, Supply and Maintenance, to Dir, Property, NCC, 16 July 1977; ONEC, RV3, File 5, "The Water Supply," 4 October 1977.
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- ⁴¹ ONEC, RV3, File 6, Members information sheet, 28 September 1980.
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- ⁴³ *Ibid.*
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- ⁴⁷ AO, A2010-0014, MG29-1-121, Board Minutes, 13 January 1981.
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- ⁵⁸ ONEC, RV3, File 12, "Valuation Report of Various Member Sponsored Recreational Clubs owned by the National Capital Commission," 30 January 1984.
- ⁵⁹ ONEC, RV3, File 12, "Valuation Report of Various Member Sponsored Recreational Clubs owned by the National Capital Commission," 30 January 1984.
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- ⁶⁴ ONEC, RV3, File 18, A. McNicoll, ONEC, to C. Wood, NCC, 30 December 1988.
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- ⁷¹ ONEC, Box 25, Minutes 1990-91, Board Minutes, 26 January 1991.
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- ⁷³ ONEC, Box 24, NCC, 14 March 1994, Dupont to Taylor.
- ⁷⁴ ONEC, Box 27, NCC, 10 August 1994, Lease.
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- ⁷⁶ ONEC, Box 27, NCC, 10 August 1994, Lease.
- ⁷⁷ ONEC, Box 25, NCC, 1995, Draft, ONEC to Minister in Charge of NCC; *ibid.*, 1995 ???, Draft to Mauril Belanger, MP. The drafts were written on behalf of both ONEC and the Rideau Tennis and Squash Club.
- ⁷⁸ ONEC, Box 25, NCC, 21 August 1995, Vincent to Dupont; *ibid.*, 2 October 1995, R. Vincent to J. Dupont, NCC; *ibid.*, 26 May 1996, Board Minutes; ONEC, Box 27, NCC, Board Minutes, 4 May 1996..
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- ⁸⁰ ONEC, Box 24, NCC, 14 May 1996. Notice; *ibid.*, 19 August 1996. Deneka to Vincent; *ibid.*, 17 September 1996, Board Minutes.
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- ⁸³ ONEC, RV3, File 8, Initial Report. The ONEC Planning Committee [May 1982].
- ⁸⁴ ONEC, RV3, File 8, Newsletter, October 1982.
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- ⁸⁶ ONEC, RV3, File 8, AGM, Commodore's Report, November 1982; *ibid.*, AGM, Minutes, 21 November 1983.
- ⁸⁷ ONEC, RV3, File 8, Contract between ONEC and H. Barrett, 7 December 1982; ONEC, RV3, File 9, Board Minutes, 16 February 1983.
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- ⁹³ ONEC, RV3, File 8, Board Minutes, 16 February 1983; *ibid.*, ONEC Statement of Income for the year ended 31 October 1983.
- ⁹⁴ ONEC, RV3, File 8, Board Minutes, 12 January 1983; ONEC, Box 27, Insurance File, 20 July 1983?
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- ⁹⁶ ONEC, RV3, File 8. ONEC Tennis News, May 1983.
- ⁹⁷ ONEC, RV3, File 8, Sailing News, 5 May 1983; ONEC, RV3, File 11, Sailing Manager's Year End Report, Sean Smith, Fall 1983; ONEC, RV3, File 9, Board Minutes, 16 February 1983; ONEC, RV3, File 8, Sailing News, July 1983.
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- ⁹⁹ ONEC, RV3, File 8, ONEC Statement of Income for the year ended 31 October 1983; ONEC, RV3, File 14, ONEC Income Statement, 1982-83, 1983-84; ONEC, RV3, File 8, N. Pascoe to all members May 1983. The question of a financial loss is problematic; in his report to the AGM the president stated that the club had finished in the black, just barely.
- ¹⁰⁰ ONEC, RV3, File 14, ONEC. Income statement, 1982-83 and 1983-84; ONEC, RV3, File 9, Board Minutes, 12 January 1984; ONEC, RV3, File 10, Initial Report, ONEC Planning Committee, 1982.
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- ¹⁰⁷ ONEC, RV3, File 14, ONEC, Members of the board of Directors for 1985; *ibid.*, ONEC, Interim Statement to 31 August 1986.
- ¹⁰⁸ ONEC, RV3, File 15, Newsletter, [1986].
- ¹⁰⁹ ONEC, RV3, File 15, ONEC, Statement of Earnings and Members Equity for the Year Ended December 31, 1987.
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- ¹¹¹ ONEC, RV3, File 15, Newsletter, [1986]; ONEC, RV3, File 14, Board Minutes, 6 April 1986; ONEC, RV3, File 15, A. McDougal, NCTA, to W.T. Wight, 25 June 1986; *ibid.*, E. Verbes, NCTA, to ONEC, August 1986; *ibid.*, A. McDougall, NCTA, to W.T. Wight, 8 August 1986.
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- ¹¹⁴ ONEC, RV3, File 14 ONEC, Sailing Report, 1986.
- ¹¹⁵ ONEC, RV3, File 14, W.M. Curran, ORC, to G. Nimo, ONEC, 13 May 1986.
- ¹¹⁶ ONEC, RV4, File 3, Minutes, AGM, 26 September 1986.
- ¹¹⁷ ONEC, RV3, File 13, Board Minutes, 23 February 1987; ONEC, Box 27, File 15, NCC, Board Minutes, 28 August 1986.
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- ¹¹⁹ ONEC, RV3, File 13, ONEC, Statement of earnings and members equity for the year ended December 31, 1987.
- ¹²⁰ ONEC, RV4, File 2, AGM. President's Report, 13 September 1987.
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- ¹²⁵ ONEC, RV3, File 18, AGM, President's Report, September 1988.
- ¹²⁶ ONEC, Box 27, File 2.
- ¹²⁷ ONEC, RV3, File 18, AGM Tennis Director, September 1988.
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- ¹³⁵ ONEC, RV3, File 18, Minutes AGM, 22 October 1989; ONEC, RV3, File 19, Newsletter, 6 January 1990; *ibid.*, J. Kenward to J. Zvonar, 14 June 1990. 14 June 1990.
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¹⁶⁸ ONEC, Box 25, Correspondence 1993, February 1993. C. Taylor to M. Pierre Lortie, NCC; Box 4, File 76, ONEC budgeted Statement of General Operations for the year ended October 31, 1992; *ibid.*, ONEC Financial Statements for the year ended October 31, 1993.

¹⁶⁹ ONEC, Box 25, ONEC Filing, 1993 May 1993; ONEC, Box 2, File 36, May 1993, Gazette.

¹⁷⁰ ONEC, Box 25, Correspondence 1993, 21 June 1993. C. Taylor to D. Cuthbertson, Rockcliffe Tennis Club; ONEC, Box 25, ONEC, 8 September 1993. Invoice to Ashbury College.

¹⁷¹ ONEC, Box 2, File 27, Membership Breakdown, 27 June 1993; *ibid.*, File 30, 13 December 1993; ONEC, RV4, File 19, 10 July 1994. C. Taylor, to J. Dupont, NCC; ONEC, Box 4, File 76, ONEC Financial Statements for the year ended October 31, 1993.

¹⁷² C.J.J. Bond, (with additions by B. Kerr and A.B. McCullough) "40 Years (and more) A'Sailing: the History of Sail RA." pp.48-49.

¹⁷³ City of Ottawa, PD071-OHD4300/ROCL00501, J. Wiesinger to S. Coutts, 1 March 1993 and 31 May 1993; *ibid.*, 18 June 1996, Memo to file; ONEC, Box 25, Correspondence 1993, J.B. Dupont, Property NCC, to Cliff Taylor, President, ONEC.

¹⁷⁴ City of Ottawa, PD071-OHD4300/ROCL00501, 6 May 1997, Sally Coutts, Heritage Planner, to R. Vincent; *ibid.*, 14 April 1998, C. Brasseur, Secretary, ONEC, to S. Coutts; *ibid.*, 19 December 1998. R. Vincent to S. Coutts; *ibid.*, 19 July 1999. M. Verchere, Law clerk, to City Archivist.

¹⁷⁵ ONEC, Box 2, File 36, March 1994. Gazette.

¹⁷⁶ ONEC, Box 2, File 36, March 1994, Gazette; *ibid.*, April/May 1994. Gazette.

¹⁷⁷ ONEC, Box 2, File 36, June 1994. Gazette; *ibid.*, November 1994, Gazette; *ibid.*, August 1994, Gazette; Box 2, File 32, File 32, Minutes, 13 February 1996.

¹⁷⁸ ONEC, Box 3, File 54, ONEC Inc., Business Plan. Vision A – Non-Profit Intensification April 1995.

¹⁷⁹ ONEC, Box 2, File 32, Minutes, 4 May 1996; ONEC, Box 27, File 15, NCC, Minutes. 21 November 1995; ONEC, Box 2, File 36, November 1995, Gazette; *ibid.*, May 1996, Gazette.